

NATIONAL Montgomery MAGAZINE

Edited by JOE MITCHELL CHAPPLE

20¢



ST. LOUIS
LIBRARY

JANUARY, 1919

Your Relations with

The Rexall Stores

I need not tell you that the 8000 Rexall Stores are the leading drug stores in the United States, Canada, Great Britain, and the Philippines. But do you know the history of this great organization? Do you understand *how* and *why* the Rexall Druggist in *your* town is able to give you the lowest prices, best merchandise, and the most efficient service? It is a wonderful story. Just the mere facts quickly stated are amazing:

In 1903, forty druggists formed the United Drug Company:—

They began to manufacture and sell merchandise on the co-operative plan.

They confined their distribution to one member in each city or town.

They named their stores The Rexall Stores.

Today there are 8000 Rexall Stores.

The Rexall Druggists constitute an international organization—the largest of its kind in the world.

With factories, laboratories, warehouses, and purchasing depots throughout the world, they have transformed the retail drug business.

They offer you *standardized goods* and *standardized service*.

Best of all, The Rexall Store in the smallest town offers you the same goods and service that you find in The Rexall Store in the larger city.

The Rexall Stores are America's greatest drug stores. They are national in Character, national in Ideals, and national in Distribution.

Visit The Rexall Store in your town, talk to the Rexall Druggist, see his values, note his service. Then you will understand "*Your Relations with The Rexall Stores.*"

In Mitchell Clapp

Editor NATIONAL MAGAZINE



Affairs at Washington

By JOE] MITCHELL CHAPPLE

EEP gloom was cast over the national capital by the news of the sudden death of Theodore Roosevelt. His death was so entirely unexpected that the mind of the people had not been gradually prepared for the shock, and it seemed at first impossible of belief that the great living heart of him could be stilled forever. With the confirmation of the sad news came the realization of his individual relationship to the nation that he loved—and that loved him. That, I think, is the keynote of Roosevelt's life—the close and unique bond of personal relationship between him and us. He was our elder brother, to be looked up to by advantage of his years as, on the whole, a little wiser than ourselves; to be granted a measure of authority; to be proud of always; to be freely criticised. And so his death fills us with a sense of personal loss, as of one member gone from our own little family circle. I don't suppose there is one of us who in the least cares what estimate may be made of Theodore Roosevelt's greatness in the years to come. It is sufficient for us to have known him in all his essential humanness.

He gave the best of himself and the best he had to his country—freely, gladly, unselfishly—and it seems to me that ex-President Taft expressed the thought and feeling of us all in his message to the bereaved family when he said:

"I am shocked to hear the bad news. My heart goes out to you and yours in great sorrow. The country can ill afford in this critical period of history to lose one who has done and could in the next decade have done so much for it and humanity. We have lost a great patriotic American, a great world

figure, the most commanding personality in our public life since Lincoln. I mourn his going as a personal loss. Mrs. Taft and I tender you our sincere and deepest sympathy."

Few men in our history have displayed such amazing activity in so many different lines as did Theodore Roosevelt. He

was himself the living exponent of what he aptly termed "the strenuous life." And into everything that he undertook went a measure of enthusiasm and energy seldom equalled. Primarily he was a man of action, rather than a man of thought. Perhaps better than any other public personage he typified to the European mind the restless spirit of achievement of our younger civilization. His was no passive part in life. His entrance into politics upon leaving college, at twenty-three, was in consequence of his expressed belief "that a man should not be content to be governed, but should do his own part in the work." And so as ranchman, soldier, big-game hunter, explorer, writer, in everything that claimed his interest, he "did his own part in the work." His nature and his understanding were so

broad as to give him insight into the hearts of men in every walk of life—so in every walk of life will he be missed and sincerely mourned.

The Vice-President Presides Over Cabinet Meetings

NOWHERE else in the country are the unwritten laws of precedent so rigidly observed as in Washington, where all the processes of diplomatic and governmental procedure are subject to the provisions of an exact and time-honored code:



From stereograph copyright, 1907, by Underwood & Underwood, New York

A most interesting family group photograph of the then President and Mrs. Roosevelt and children, taken at Sagamore Hill, Oyster Bay, in August, 1907. At the left, standing, is Kermit, now Captain 7th Artillery, American Army of Occupation in Germany; seated next is Archie, now a Captain of Infantry, sent home from France with his left arm paralyzed by a wound; at the right, standing, is Theodore, Jr., now Lieutenant Colonel, 26th Infantry, stationed near Montebau; seated in front is Quentin, who died fighting the Huns as a lieutenant of aviation, and now lies buried in France; Miss Ethel standing in rear

therefore, outside of the national capital any radical departure from established precedent by the duly-elected head of the government does not occasion a great amount of concern. Within the circle of his immediate activities, however, a distinct ripple of surprise, verging on consternation, is plainly observable on each recurrent innovation by the present incumbent in what might be termed presidential etiquette.

At the very outset of his first term in office, President Wilson indicated his freedom from the trammels of tradition by the



Photo by Clineinst

VICE-PRESIDENT AND MRS. MARSHALL

Mr. Marshall is the first Vice-President in the history of our nation to preside over a meeting of the Cabinet

omission of that time-honored quadrennial institution, the inaugural ball, the gorgeous function so eagerly awaited and so painstakingly prepared for by the society matrons of the capital whose station outside the magic diplomatic and governmental circles makes this the one great occasion where they can mingle with, and if the fates are kind, be introduced to, those great and exalted personages whom they are accustomed to view only from afar—in fact, a sort of glorified "movie-ball." It is also, of course, a sad blow to the caterer and the florist and all their trade brethren when the inaugural ball is omitted.

Another innovation by President Wilson is his appearance before Congress in person to read his own annual message. President Washington, I believe, furnished the only example of a similar custom. Not in small matters only, but in those of national importance as well, has the President evinced a disposition to disregard certain precedents so firmly established by custom as to assume the semblance of a required procedure. Less perhaps than in any preceding administration does the President's Cabinet exercise its advisory functions. It has come to be well known that President Wilson's habit is not to present a problem to his Cabinet for solution, but rather to work out the problem for himself, and to lay his solution before his official advisors for discussion. It is equally well known that no other person is better informed of the exact metes and bounds of his authority than the President. This fact, together

with his confidence in the exactness of the functioning processes of his own analytical mind, has made our present administration perhaps in effect the nearest approach to a one-man government that this country has ever witnessed.

And now another precedent has been shattered by the departure of the President from the physical boundaries of the country of which he is the governmental head. The nearest approach to the present peculiar situation was brought about by President Roosevelt's visit to the Panama Canal Zone. Actually, the existing situation is unparalleled in our history, there being in effect, because of the lack of any provision in the Constitution designed to meet a similar contingency, a theoretical, if not an actual hiatus in the high office of the chief executive.

On this point ex-Senator George F. Edmunds, the greatest constitutional lawyer now living who has served in any American Senate, has expressed the belief that "the President by going abroad will, for the time being, cease to possess his executive power. He cannot delegate those powers. It will be the duty of the Vice-President to carry on the government."

But while the weight of authority would appear to coincide with this opinion, it should not be forgotten that when a contingency not directly provided for by the Constitution arises, Congress and the President have a way of deciding it that then establishes a precedent. Once before the clause relating to the Vice-President's duties in case of the death or disability of the President, came up for interpretation. When President William Henry Harrison died, the Cabinet, at the head of which was that great constitutional lawyer, Daniel Webster, formally resolved that Vice-President Tyler should perform the functions of President under the title of Acting President. They notified him of this decision before he left Virginia, addressing their communication "To the Vice-President."

Mr. Tyler, however, upon his arrival at the capital, informed the Cabinet that he was not Acting President, but President—and the Cabinet was obliged to yield the point, because even as Acting President he had the authority to dismiss them and form a new Cabinet. Mr. Tyler proceeded to take the oath of office before the chief justice of the Circuit Court of the District of Columbia, and published his inaugural address. Thus, despite Mr. Tyler's virtual seizure of the presidency and the fact that he did not have a party to support him, and that the constitutional lawyers had ruled against his course of conduct, his action established a precedent that settled the question in favor of the automatic succession of the Vice-President to the office of President on the decease or disability of the latter for all time.

No precedent has been established, however, that bears directly upon the present instance of the President's absence from the country, tho it is entirely clear that there is an element of risk in removing all the presidential functions across the Atlantic, and it would appear that while Vice-President Marshall can only act as President in the present emergency, he should hold himself ready to assume the duties of the office at a moment's notice, if only for the proper discharge of certain prescribed functions. It is evident that he should not preside over the Senate and sign bills as Vice-President, because of the possibility of a case arising in which it might be contended that if he were both Acting President and President of the Senate, his signature as Vice-President would have the same effect as the President's signature, because he would have signed both as president of the Senate and as Acting President of the United States.

Mr. Marshall has not escaped the usual vice-presidential fate of having little actual relation to his companion on the electoral ticket. The cordial personal and political relations that existed between President McKinley and Vice-President Hobart have had no parallel, I believe, in any similar association. It is no disparagement of Mr. Marshall, therefore, to mention the fact that he is at the present moment in closer actual touch with government affairs than at any time previously during his occupation of the office of Vice-President. So, when on December 10, for the first time in the history of the nation, a Vice-President of the United States presided over a meeting of the Cabinet, Mr. Marshall was at some pains to make his

exact relationship to the occasion so plain, not only to the members of the Cabinet itself, but to the public as well, that there could remain no possible misconception as to his motives and intent.

In the carefully-prepared statement which he read to the Cabinet, the Vice-President made it clear that he was acting in obedience to a request by the President, and also at the request of the Cabinet itself, but that he was present informally and personally, and was not undertaking to exercise any official duty or function, and should continue to preside over the regular Tuesday meetings of the Cabinet members during the President's absence in an unofficial and informal way, out of deference to their desires and those of the President. Which seemingly was a very graceful way of putting himself on record in a somewhat delicate situation as having no intent to usurp any authority or privilege to which he was not entitled by his office.

And thus has still another precedent been established for the possible guidance of future statesmen.

*Fifth Avenue Association
Raises Millions*

MEMORIES of the war will always recall those bright spots when the business men and industrial workers pulled together with a common purpose. American patriotism is an example for the ages, intense and intelligent, co-ordinating the observers and those who have the facts. The one scene I will never forget was staged at the Waldorf Hotel when the Fifth Avenue Association in less than sixty seconds raised \$52,000,000. The special delegates' train from Washington brought ambassadors and representatives of various nations to witness the wonderful display of Fifth Avenue at its best—in its blaze of color representing the flags of every one of the Allied nations, each flag being exclusively displayed on a central square. From the library on 42d Street to Washington Square it was an Avenue de Triomphe, and some beholders insisted that it should be renamed Avenue of the Allies.

At the banquet board was gathered the association that led in this great work. Bankers were there, business men were there, and their clerks were there, too. It was a cosmopolite and democratic gathering. The feature of the occasion was when Charles M. Schwab started in to raise the fifty millions. A tiny boat was launched from the speaker's table every time a million was subscribed, and evidently there had been some preparation, for the millions began sliding down with a speed that met even the fondest wish of the speedable Schwab.

Soon two millions had been subscribed, and then three millions—but when ten millions came crackling over the wire, and the ten boats found their way down, it revealed that men are, after all, nothing more than grown-up boys, for no boys ever watched their tiny boats in the tub more jealously than these staid and sedate bankers and business men of New York watched the millions as they floated down after Schwab's eloquent tongue had lubricated the ways. A million was made up of units of five, ten, and fifty-thousand-dollar subscriptions. Here was where the employees had their turn, and there was as much fun over seeing five, ten, and fifty-thousand-dollar units gathered as when the ten millions were rolled out. Each one who announced a completed unit launched the boat, and Mrs. Schwab had the distinction of launching a boat all by herself. The whole affair was a distinctive revelation of the great, generous, pulsing heart of America ready to respond at a nation's call.

Remember, these were war times, when the crack that came with the armistice was not even anticipated for some time to come. On the Committee of Arrangements were many of New York's most noted business men; but when I saw George W.

Hopkins, president of the Columbia Graphophone Company, at the speaker's table, directing the movement of the ships, he looked fully the part of an admiral—admiral that he is of business operations. There was something nautical in his smile that day as the millions rolled out like the waves on the high sea. Mr. Schwab held a stop-watch on the proceedings, and with the real auctioneer spirit stimulated a revival when there were only nine minutes left. The nine minutes lasted a long time, but it brought the goods, when he could point with impunity to friends here and there of whom he borrowed money and call them up to the mourner's bench and make them subscribe as a means of finding the way to salvation. He seemed to be probing deeply for the very last possible million that could be raised. Then he told the ladies in the gallery one of his characteristic stories—one of the real rough diamond sort of stories.

I thought, as I watched the smiling face and dancing eyes of Charlie Schwab, if he was not a rich man he would be President of the United States. Now I will tell you why. A few minutes after leaving this scene of activities found us at the Newark Shipping Yard. There was where the real boats, the *Allies* and *Consort*, were launched, and the workmen sang songs and applauded lustily as Charles Schwab and Chairman Hurley spoke. Here was the real contact of democracy that indicated the source of the power that lies within the magnetic personality of the irrepressible Schwab, for there was something in



LAUNCHING THE SHIPS
A memorable scene at the banquet of the Fifth Avenue Association, where fifty-two millions of dollars were subscribed for war work in less than sixty seconds

the very way he addressed the boys, something in the very atmosphere of the place, that brought vividly to their minds the great patriotic work they are doing in providing ships. What a beautiful sight it was to see those great vessels slipping out into the water, indicating the beginning of the shipping activities that will be quite as necessary to meet the problems of the world trade that will follow peace as in preparations for war.

There was a glow of satisfaction in the eye of Chairman Hurley of the Shipping Board as he discussed the shipping problems of peace days. He felt that the plan that had so long matured and proved so successful in speeding up production would now bear fruit in the possibility of speeding up the adjustments of commerce. In the Navy thousands of young men have been trained for seamen under transport service, and "Ships have been built as never before, and ships will be continued to be built as never before," added Chairman Hurley with a reiteration of the well-known slogan. The work of the United States Shipping Board made a thorough survey of all the

needs and necessities of commerce for the coming decade, if not for a half century. It was figured with mathematical nicety what tonnage would be needed, and the production was speeded up to the necessary total.

The War a Great Agency for Democracy

JOHN MASEFIELD, the English poet and playwright, and official historian of Haig's army in France, speaking of the English army on the battle-front to a few friends in the lobby of the New Willard at Washington, declared it has been

a great agency for democracy among the English people. "After this war, I see the possibilities of more kindness and more charity existing between class and class. All of us are in the same boat, and in battle the officer pools supplies with his men. Everywhere there seems to be greater feeling of equality, and this feeling will result afterward in an equality of opportunity."

A Loss to Diplomacy and Literature

BY the death of **H**on. Walter Hines Page, former Ambassador to the

Court of St. James, at Pinehurst, North Carolina, on December 21, American literature and diplomacy lose a notable figure. Practically all of Mr. Page's life prior to his appointment by President Wilson as Ambassador Extraordinary and Plenipotentiary to Great Britain had been spent in literary work. As editor of *World's Work* and a member of the publishing firm of Doubleday, Page & Company, he occupied a high position in the publishing world. At an earlier period of his career he was connected with the staffs of the *New York Evening Post* and *New York World*, and was also for five years editor of *The Forum*, afterwards editor of *The Atlantic Monthly* and literary adviser to Houghton, Mifflin Company. He was the author of a number of works on the development of the South, and was much interested in the moral and political education of the Negro. Mr. Page was himself a Southerner, born at Cary, North Carolina, in 1855, a student at Randolph-Macon College and fellow of Johns Hopkins. He held the degrees of LL.D., conferred by Randolph-Macon and the Universities of Cambridge and Aberdeen, and D.C.L., Oxon. and Edinburgh; and received numerous degrees and decorations for his diplomatic services abroad. He was a member of the University, National Arts and Authors Clubs, and the Japan Society.

President Wilson's appointment of Mr. Page as Ambassador met with much favorable comment in Great Britain, it being considered a compliment that he should choose for this important post a man of personality and scholarly achievement, rather than a man of wealth, and much regret at his retirement was expressed by the British press and American circles in London when failing health compelled his resignation as Ambassador in August, 1918.

Upon Mr. Page devolved the duty of handling the delicate diplomatic exchanges between this country and Great Britain during the trying period prior to America's entrance into the war, when England was blockading Germany, and note after note of vigorous protest against British treatment of American shipping was presented by him to the British Government.

That he accomplished a trying duty in this time of stress in a manner that resulted in bringing the two nations closer together is well known. Mr. Page was also one of the agents thru whom the diplomatic dealings between Germany and Great Britain were conducted, and effected an agreement between England and Germany by which the United States, as well as England, was enabled to feed the starving Belgians.

In October, Mr. Page returned to New York, suffering from heart disease, and was taken immediately to St. Luke's Hospital. Early in December he was removed to Pinehurst, where, with the members of his family about him, he passed quietly and peacefully away.

The New Secretary of the Treasury

THREE was naturally a good deal of quiet speculation following Secretary McAdoo's announcement of his resignation of the position that he had so ably and brilliantly filled during the trying period of war-financing, and the names of several well-known men were mentioned in official circles as



THE LATE WALTER HINES PAGE



Copyright, Harris & Ewing

CARTER GLASS
Who resigned as a member of the House of Representatives in December to become Secretary of the Treasury

his possible successor. This speculation was set to rest by the President's nomination of Carter Glass of Virginia, chairman of the Committee on Banking and Currency in the House of Representatives, as his choice for the position, followed by the prompt confirmation of the Senate. Mr. Glass had just been re-elected as a member of the House after eighteen years of service, having become a member of the fifty-seventh Congress for the unexpired term (1902-03) of Congressman Otey, deceased, and being re-elected for every following term. He was born in Lynchburg, Virginia, in 1858, and was a member of the Virginia State Senate before his election to Congress. The new Secretary of the Treasury is a quiet little man with a neatly indexed card-system memory, a stupendous capacity for patient and exhaustive study, and no use at all for a personal press agent, which is why his name until quite recently has been almost unknown to the general public.



MISS BESSIE PORTER EDWARDS

The only child of General and Mrs. Edwards, who died from pneumonia following influenza contracted while a volunteer nurse in the hospital at Camp Meade. Unable to accompany her father to France, Miss Edwards entered upon a three-year Red Cross course of nursing, and volunteered for service during the epidemic of influenza among the soldiers. She was just past her twentieth birthday at the time of her death.

Mr. Glass is not a banker, but he has, thru years of intensive study of the currency systems of every country in the world, so qualified himself as an authority upon banking methods, that, as chairman of the committee that prepared the bill which ultimately became the law creating the Federal Reserve Banks, he was able to reconcile the conflicting views of bankers, merchants, and credit-men, and manage the passage of the measure thru the lower branch of Congress. In his statement on assuming office, Secretary Glass strongly urges the public not to sell their Liberty Bonds unless absolutely obliged to, and expresses his opinion that the Treasury should continue in a most energetic way the sale of War Savings Stamps and certificates.

*Free Ports Are Necessary
for Trade Adjustment*

THE history of the world points to "free ports" created after a war as dominant trading centers. Long before the present conflict, W. D. Boyce, of Chicago, whose foresight and vision has blazed the way toward the solution of many practical problems, suggested that Panama be made a free port. In his argument, suggestions were made that have become more pertinent than ever in the discussion of this subject. The Tariff Commission has become a traveling caravan, gathering evidence of all kinds in different sections as to the virtues of a free port and other propositions. The establishment of free zones at strategic places on our coasts, it is argued, will be essential to meet the demands of expanding foreign trade, which will inevitably follow peace.

Now comes Savannah as an example of what a free port

might mean, making claim, with Georgian modesty, that it is nearer the raw material supply of the United States and also nearer South America than any other large port, pointing out that Savannah could be made a free port without involving the complicated problems presented at a congested point, such as is the case with the ports of New York and San Francisco. Score one for Savannah.

The Tariff Commission inquiry asks for information as to what articles it would be best to export or import in a free zone, and in this way ascertain just what advantage would accrue in manufacturing in a free zone either for export or for both export and domestic consumption. Public opinion is being crystallized as to how a free zone could be established and financed; whether it would be best to have federal, state, municipal, or private enterprise direct the work, or by a combination of them all. The very name "free port," suggests one of the things necessary in handling the readjustments coming after the war.

*Sponsor for the Biggest Vessel
Launched Since Armistice*

MISS HELEN WILSON, daughter of Mr. and Mrs. Thomas E. Wilson, of Chicago, christened the ten-thousand-ton steel vessel *Edellyn* on December 21st at the Sun Shipbuilding yards at Chester, Pennsylvania. When Miss Wilson sent the giant steel ship, owned by the United States Shipbuilding Corporation, down its ways, it marked the launching of the biggest vessel since the armistice was declared, and one which will have an important part in carrying food to Europe. Charles M. Schwab selected Miss Wilson to christen the ship, as representing Chicago, the home of Edward N. Hurley and Charles Piez, now heading the government's shipbuilding corporation. The name "Edellyn" was given to the vessel as representing the names of Mr. and Mrs. Wilson's son and daughter, Edward



MISS HELEN WILSON

Late in December she christened the biggest vessel launched since the armistice was signed



SENATOR LEE S. OVERMAN

as the Senate is concerned. It is directly opposite Minority, where Senator Lodge now holds forth. In the Committee of Rules there were many callers—and callers ranged from constituents to conferees. In this room Senator Lee S. Overman, chairman of the Committee on Rules, has calmly steered the legislation of the Senate from an experience born of years of active public service.

Senator Overman has been a very popular legislator. He was born in Salisbury, North Carolina, graduated from Trinity College, and now has the degree of LL.D. Like many famous men of today, he began by teaching school. He was private secretary to the distinguished Governor Vance, and also private secretary to Governor Jarvis, and afterwards began the practice of law in Salisbury. He served five terms in the Legislature and as speaker of the House, and early in his career it was indicated that he was to prove a popular leader. Though defeated in his first run for the Senate, in 1900 he was chosen Presidential elector-at-large, and also was married to the daughter of Senator A. S. Merriman, afterward Chief Justice Merriman.

His service in Washington began in 1903, and he is now serving his third term and enjoys the distinction of being the first Senator elected by the direct vote of the people of his state. An arduous worker in the committee room, his very presence is soothing on the floor of the Senate in acrimonious debate. Firm and unbending in his convictions, Senator Overman has always enjoyed the friendly confidence of his opponents. He has a way of seeing the other side, and is one of those busy men who is always called upon to do more, and, strange to say, does it. He has seen some strenuous filibusters, and during the war has gained for the Committee on Rules the confidence of his colleagues to an extent that is most gratifying to the people of his state, who regard Lee Overman as a public man who is known and loved by all with whom he comes in contact, whether in official or private life.

*The New Non-inflammable
Balloon Gas*

AN extremely important discovery, destined to have a far-reaching influence on the future of aeronautics, is revealed by the Navy Department in a statement explaining expenditures being made jointly with the Army for the production of inert, non-inflammable gas designed for use in balloons, dirigibles and other lighter-than-air craft.

It is also the name of the country home of the Wilsons at Lake Forest, Illinois. Miss Wilson is in her second year at Wellesley.

*Enjoys Confidence
of Opponents*

AN interesting evolution in public documents is the growth and expansion of the Congressional Directory—not in size, but in list of names and missions and all those things relating to the Federal government. The increase has been geometrical. On the basement floor in the further corner was the Committee on Rules, and it is the Committee of Rules as far

as the department explains that the use of this new element, officially termed "Argon," will eliminate the hazard of fire and explosion that always accompanied balloon operations where hydrogen has been used for inflation.

The gas from which "Argon" is obtained comes from wells at Petrolia, Texas, and a ten-inch pipe line, to cost \$1,050,000, is being laid for a distance of ninety-four miles from the wells to a plant at North Fort Worth, where the gas will be compressed into cylinders for shipment to the balloon fields. High proof gasoline is obtained in a ratio of about five gallons per one thousand cubic feet of gas, and after the one per cent of "Argon" is removed, the remainder of the gas is turned into the city mains of Fort Worth and Dallas. The department estimates that the plant at North Fort Worth, designed by the Navy Bureau of Yards and Docks and which will cost \$900,000, will be completed by next April.

*Solves Perplexing Problems
of the Labor Situation*

I MET Ralph M. Easley, chairman of the National Civic Federation, in Washington. I first knew him when, with Senator Marcus A. Hanna, he worked out some of the most perplexing problems on the labor situation. Today he is chairman of the Executive Council of the National Civic Federation, and in the few minutes I chatted with him he clarified many interesting points regarding the work of the Federation.



RALPH M. EASLEY
Chairman of the executive council, the National Civic Federation

Such men as ex-President William Howard Taft, Nicholas F. Brady of the New York Edison Company, and Louis A. Coolidge of the United Shoe Machinery Company, representing employers, and Samuel Gompers and Warren S. Stone, representing wage earners, make up the executive council, each man inspired by the spirit of justice and fairness at this time when the country needs harmony and cohesion most of all. Their work together is bringing results that mere propaganda and argumentative discussion or political combat could never accomplish.

The loyalty of our labor element in the stress of war is a beacon light for American democracy. The danger of socialism

and anarchy and the seriousness of strikes is much lessened by the earnestness of this tireless committee, whose work is little known outside its own executive councils.

*Buys Red Cross Supplies
and Raises Tomatoes*

HE'S a big, upstanding, two-fisted he-man, is my friend George C. Frolich—granite-ribbed like his own Norse mountains, broad visioned as the great South African plains of his British soldiering days, with the roll and surge of the restless seas in his voice. The sea calls irresistibly to the viking blood in every Norseman, and Frolich confesses that the happiest years of his life were those he spent as a bare-foot jackie in the navy of this, his adopted country.

When they called him to work in Washington as assistant director of the Red Cross, in charge of purchasing medical supplies, they unleashed a dynamo. Buying car-load quantities of merchandise at the lowest possible price and getting it set down at a designated spot in the shortest possible space of time is one of the easiest things George does. That popular saying, current a couple or so years ago—"Let George do it!"—you remember it, of course. Well—I'll give you three guesses as to which George was meant.

Making other rock-ribbed, iron-bound, triple-padlocked and double-bolted contracts for the future delivery of more car-load quantities of designated merchandise, which shall in every slightest and most minute particular conform to the specifications herein set forth, at such and such a precise moment of time at this identical place, is likewise one of Frolich's favorite amusements in his idle moments. Raising tomatoes is another. I honestly believe that what George showed me in his garden last summer was the greatest number of the biggest and reddest tomatoes on the tallest tomato plant ever cultivated by the hand of man.

Just about the time he'd got every last firm in the country that could, would or should produce any of the bewildering aggregation of divers articles and products necessary to the Red Cross work tied up with a long-time contract, and working

its head off in a desperate endeavor to meet his delivery schedule, they went and stopped the war on him.

Now, Frolich is, so to speak, unscrambling his omelette. The hundreds of firms scattered all over the country who had diverted a part or all of their productive capacity to the manufacture of articles needed by the Red Cross, must now resume or re-establish their pre-war business. With many firms this transition period is going to be a period of financial stress. They are inevitably going to face actual or potential monetary loss by reason of cancelled contracts or restriction of output. Frolich's job just now is to make their problem his problem—to so gradually turn these various streams of production aside from the one great Red Cross reservoir into the multitude of smaller reservoirs of general business that no portion of the precious stream may be wasted. It is surely some job, too, but—"Let George do it!"

*Morgan Fund for
Aztec Excavations*

AFUND has been given by J. Pierpont Morgan to the American Museum of Natural History to excavate the ruins of an Aztec apartment house in the Animus Valley of northwestern New Mexico. It is deemed fittingly appropriate that this nation, which has been the specialist in modern apartment houses, should resurrect this style of dwelling with its rare example of prehistoric Pueblo architecture.

This original American apartment house which is to be excavated and renovated was an attractive, well-built structure, 359 x 280 feet, encompassing a rectangular court, being thirty-five by forty-five feet, of three stories, and built with some ideas of sanitary conditions. Three stories rose on three sides of the rectangle only, while the southern side was low, to admit sunshine into the court. On the ground floor are two hundred rooms, the ceilings of which are still intact.

Each piece of timber and block of stone was cut with huge stone implements, and in the ruins is enough masonry to build a wall one foot wide, one foot high, half way from New York to Philadelphia, each stone of which had to be carried by human beings from a quarry three miles distant. This so-called Aztec ruin which Mr. Morgan is giving his funds to excavate is on the property of H. D. Brahms of Aztec, and he has given the American Museum of Natural History a concession to clear up and investigate it.

It is the most costly expedition of this nature that has ever been attempted in the United States, as well as the most extensive. The ruins are to be preserved, and as fast as the walls are uncovered, masons replace the stones that are disintegrated and strengthen the portions that are apt to collapse. It will become a permanent monument to the aborigines of the Southwest and will rival in importance the Mesa Verde National Park.

*Autograph Hunters
and the World War*

AUTOGRAPH and historical collectors are busy these days, realizing that in a few years mementos of the great world war will be treasured. Mr. Walter R. Benjamin,



J. PIERPONT MORGAN



GEORGE C. FROLICH

as editor of *The Collector* has reprinted some very interesting collections concerning the Civil War. Several rare Civil War collections have been sold recently and the proceeds devoted to the purposes of war work. Letters of the Presidents and



Copyright, Harris & Ewing

LIEUTENANTS ISABEL GORDON McELROY AND BLANCHE LEVALLE Canadian nurses in the United States to recuperate from service of eighteen months in the military hospitals of France. Canada is the only country which gives officers' commissions to its Red Cross nurses, so these two attracted a lot of attention while at the national capital

members of the Cabinet have a market value as stable as coal, wheat and sugar. The letters published during war times are always most important chains in the evidence which the historian collects in narrating events and their association.

*Foster Mother to the
Soldier Boys in Washington*

IN Washington there is a woman whom the soldiers there call "Our Joan of Arc." She is no great battle leader, she wears no uniform, her name appears on none of Uncle Sam's payrolls; in fact, officially she is unknown. Perhaps it has been a question of the "flower born to blush unseen."

Perhaps the secret at the bottom of it all is that Mrs. R. B. Lyon is first and last and all times a mother! She has two sturdy young lads of her own, not old enough yet to be doing their bit—and she is foster-mother to every soldier-boy in Washington with whom she has come in contact. Her work for them has been unlimited.

Mrs. Lyon's first war work was with the Red Cross. In their workrooms, as captain of her unit, she worked unceasingly. Then the Liberty Loan drive began. With every ounce of her energy Mrs. Lyon threw herself into the "Bond" work, and as captain of a Women's Liberty Loan organization she helped to carry the third loan "over the top." Her efforts in the recent War Savings campaign were untiring, and quickly recognized by the District War Savings director.

And added to all of this, and in spite of (or perhaps it is because of) all her other welfare work, Mrs. Lyon has still found time to take personal care of "her boys." Every uniformed or civilian stranger (and this includes the hundreds of girl war-workers, too) who is introduced to Mrs. Lyon is immediately cultivated. Mentally each one is card-indexed and properly pigeon-holed, and before long may be surprised at receiving an invitation from her. Sometimes a man is invited to a little dinner-party, perhaps to meet some other men and women from his own state. Sometimes he will be invited for a quiet evening with Mr. and Mrs. Lyon at the club—just that quiet, chatty sort of a time that appeals to some men. Very often a little theater party is arranged, and every Saturday a private dance is given at the Town Club. Each week different groups of strangers are invited—all of them recruited from the various departments of the service. During the summer her all-day outings were never-to-be-forgotten events—and many a soldier boy will look back with pleasure and maybe a spell of homesickness for one of Mrs. Lyon's picnic suppers.

There isn't a man or woman in Washington who does not feel better for having met Mrs. Lyon, and the collection of



MRS. R. B. LYON AND HER SONS
The soldiers in Washington call Mrs. Lyon "Our Joan of Arc"

"Dear Make-believe Mother" letters which she has received bears testimony to the appreciation of the soldier boys for her generous efforts in their behalf.

*Color no Bar to
Real Patriotism*

DURING my trip to the South in war times, I came to have a more profound admiration for the colored man than ever before, for among the negroes the spirit of patriotism runs high. Rev. R. H. Windsor, born in Montgomery County, Alabama, is sixty-seven years old, intelligent, highly respected, and the father of twenty children—nineteen boys and one girl. Twelve of these boys are in the army and navy, and the thirteenth was ready to go when the armistice was signed. As if Mr. Windsor did not have enough family, he adopted and raised four orphans to make good measure. His occupation has been that of minister of the Baptist denomination, in charge of three churches on Sundays, and week-days cultivating a two-horse crop. To have been the father of twelve soldiers is certainly a distinction of more than passing moment.

The Symbol *in the Window*



THERE'S a Service Flag in the window of the little gray home down yonder in the valley.

It is a symbol of many things—

First of all and above all, I think, it is a symbol of Love—therefore it is a symbol of the most precious, the most-to-be-desired and most jealously cherished human possession.

It is the symbol of the love of the gray-haired mother who stands in the open door as the quiet evening shadows steal down the valley—watching—listening. . . .

Does she see a form in the peopled shadows? Does she hear a whisper in the breathless air?

I wonder, too, when she wakes in the midst of the long, dark midnight hours to peer into the darkness—to listen breathlessly—I wonder if then she sees her boy as she saw him last, when he marched away, khaki-clad, a stalwart figure of a man—or does she see him as she saw him first, the merest atom of humanity, lying against her bosom. I wonder if she hears his voice as she heard it last—eager, strong and vibrant—or does she hear it as she heard it first, the puling wail of her new-born child.

This symbol in the window is a symbol, too, of Fear—

Therefore, it is a symbol of the most terrible thing that can be conceived—the fear of a mother for her boy. To wake in the cold, stark stillness of the night and feel Fear clutching at the mother-heart. . . .

It is a symbol also of Joy—

Therefore, it is the symbol of a divine emotion—the radiant joy of a mother who lays her man-child on the altar of a country as that other mother laid her man-child in the manger of the world. . . .

And it is a symbol of Pride—

Therefore, it is the symbol of a high and holy thing—the quiet pride of a mother in the knowledge that she is one of that great sisterhood privileged to lay that which is infinitely more precious to them than all the wealth of all the universe, upon the altar of Humanity.

I think that not God himself—with all His infinite knowledge—can know what the Service Flag in the window of the little gray home down yonder in the valley means to the mother who stands in the open door as the quiet evening shadows steal down the valley—watching—listening. . . .

And now it has become a symbol of Welcome!

Therefore, it is the symbol of a meeting too sacred for other eyes to witness—the symbol of a gladness too exalted for words, too deep for tears. It is the symbol of a mother's welcome to her boy!

—Maitland Le Roy Osborne.



THE PORT OF WILMINGTON, DELAWARE
When these improvements are completed, Wilmington will be one of the largest Atlantic ports

The City of Possibilities*

Wilmington, Delaware, Looking Forward

By WILLIAM EDWARD ROSS

CITIES are like individuals. This is natural because they are composites of human units, and take unto themselves the attributes thereof. Practically every individual has a fetish, an obsession which may be material or simply an idealistic vision; in the latter case the object being to materialize the vision, and put it into concrete form. Many cities are likewise obsessed; also, like individuals, many of their fetishes are unworthy of serious consideration. With such cities—and individuals—their visions always remain visions because they are impractical. In contrast to this is that fetish which is a carefully-formulated, definite plan requiring only financial or other assistance to make it an actuality—and such a fetish is that of the city of Wilmington, Delaware.

Wilmington's plan is as yet only a vision, due to the inertia of those who could and should bring it to realization, but when it has become a fact, there will be no further need for the query: Why go to Philadelphia when Wilmington can handle your business—Wilmington is thirty miles nearer the ocean?

There are good reasons why the former city secures much of the business which, because of its topography, should go to Wilmington. The answer is: *Terminal and docking facilities*. Wilmington lacks these and knows it. The city has not been idle, however, but has had her port surveyed, has secured expert engineering data and cost price of improvements, has had her possible terminals beautifully charted and then—*has gone no further because of non-action*. Everyone is willing, even anxious, that the project be consummated, but as yet the best that has been put forward is anxiety and willingness. This year, however, now that the war and other irritating little interruptions are out of the way, there is every reason to believe that the end of 1919 will see the city of Wilmington well on its way toward having its dream accomplished.

As I steamed up the river on a Wilson packet, I could visualize the results that would be attained by making Wilmington a



LOWER MARKET STREET. A SECTION OF WILMINGTON'S RETAIL DISTRICT

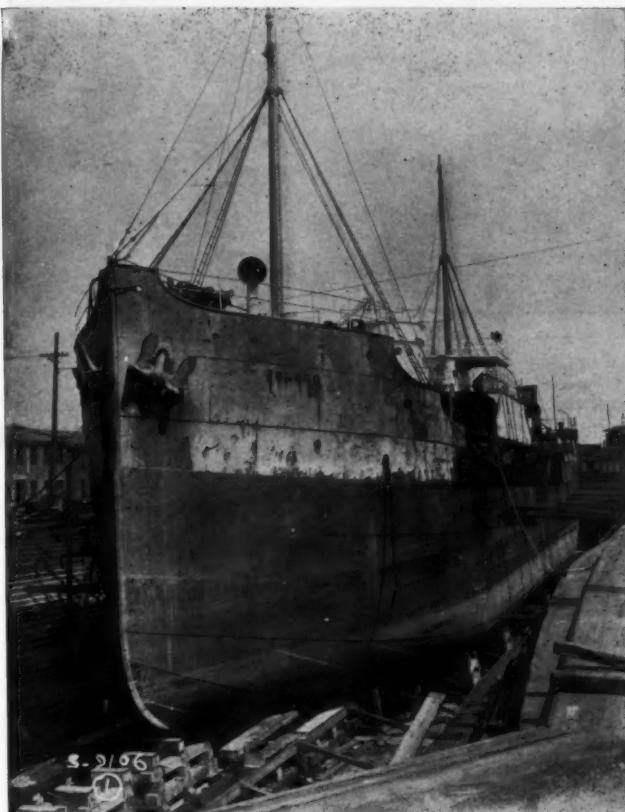
world port. The city is ideally situated, from a commercial standpoint, at an apex formed by the junction of three rivers, the Christiana, the Brandywine, and the Delaware. Before, however, she can hope to rival other less favorably situated, but more fortunate sister cities, it is imperative that the Christiana's channel be deepened, its banks put into shape, and a suitable produce wharf, passenger steamer wharf, and seaport piers constructed. Engineers have estimated the cost of the

into prominent notice, because of its manufactures and the value of its industries, than has Wilmington. Away back in the year 1802 there was constructed on the banks of the Brandywine the first powder mill in America. From this mill, which is still standing, there came into existence the powder industry of America, and today Wilmington is the headquarters of the three greatest powder companies in the world. Had it not been for the exportation of powder from Wilmington by the du Pont Company, England would have been whipped in the first six months of the war, and I am making this statement on no less an authority than that of a British cabinet minister. Wilmington is the headquarters of the powder town of Carney's Point, New Jersey, just across the river, from which one million pounds of smokeless powder were shipped daily until the close of the war.

The duPont corporation was the first corporation in America to launch a new type of business resulting from war expansion. The company, as well as the country, has passed thru all phases of the "trust" situation, in which one organization controlled all organizations producing goods in its own line. Now has come the spirit of diversified business in one corporation, and to this end, the du Pont Company is converting its war-enlarged facilities.

While originally, and still the leading powder industry, the du Pont Company, one of the very largest corporations in the world, has not devoted its time exclusively to the production of explosives. Always a leader in whatever it has undertaken, it is today the largest American producer of Fabrikoid, one of the foremost manufacturers of chemicals, and this Christmas there was practically no store in the country but what displayed and sold its "Ivory Pyralin," a product as durable as ivory, while being cheaper. Paint is another product of this versatile company, and, wherever one goes, there may be seen the beautiful signs of its town and country paint division. In paints, as well as in chemicals and explosives, the du Pont Company, thru extensive advertising and the excellence of its manufactured product, is bringing to Wilmington that additional fame which has placed the city, because of the character of the men behind its manufactures, in the leading ranks of American industries.

Altho this is the story of a city rather than of individuals, the rise of Wilmington and the history of the du Ponts are so closely correlated that the story of the one is but the story of the other. From 1802 to 1919 there have been no improvements in the city to which the du Ponts have not contributed largely, both in time and money. To them is due the Coleman du Pont Road, which will stretch south from Wilmington the entire length of the state, covering one hundred and ten miles, and being personally paid for by General du Pont. Fourteen feet wide, of re-enforced concrete, the highway is one of the best as well as the most beautiful pieces of roadway in America. Another du Pont creation, the du Pont Building, is unequalled



THE "TOLEDO"
Built by Harlan & Hollingsworth Corporation, Wilmington, Delaware

needed improvements to be in the neighborhood of two million, seven hundred and fifty thousand dollars. They have also proved that on the produce wharf there will be an annual saving by the water route of one hundred thousand dollars on the cost of the transportation of food products alone.

The period of reconstruction upon which we are now entering makes the present time auspicious for the creation of a new Atlantic port. If proper co-operation between federal, state and municipal authorities and financiers is secured—and I have no doubt that it will be—Wilmington will, in a short period of time, become the Manchester of America, the Birmingham of the North.

The needs of Europe at this time mean that America must develop every possible port in order to do her utmost toward rehabilitating the world. We are on the verge of an export business unparalleled in the world's history, but it is not the export business alone that will benefit from enlarging the port of Wilmington—the adjacent country, both up and down the river, will gain as well.

Eastern Delaware and Maryland form the center of one of the best truck garden districts in these United States. Their soil is fertile and their crops abundant. To adequately handle this trade, to properly export this food produce, as well as the manufactured goods for which Wilmington is famous, the city must have terminal and docking facilities. And, not only will these improvements benefit Delaware and Maryland, but they will also open up the adjacent New Jersey territory to water transportation, and obviate the necessity of her products being transported at high cost to Philadelphia, New York and New England by rail.

No city on the continent of America has sprung more quickly



THE "DU PONT"
Wilmington's famous office, hotel and theatre building

by any structure anywhere outside of New York or a half dozen other large metropolitan cities. Perhaps no other building in the world is more unique because of the fact that this twelve-story structure not only houses the offices of the three largest powder companies in the world, but also, under the same roof, connects with the du Pont Hotel, a hostelry that is world famous, and a theater where Wilmington's best productions are staged.

* * * *

Altho the various plants of the Atlas Powder Company are scattered about the United States, the executive offices and controlling heads of the corporation are located at Wilmington. Like the du Pont Company, the Atlas corporation has been primarily a manufacturer of explosives, but today is broadening out its activities. There is an affinity between explosives and chemicals, and it is to the latter industry that the Atlas Company is now devoting particular attention. At this time, it is the largest manufacturer of ammonia nitrate in the United States and perhaps in the world. During the war, the Atlas people constructed a plant for the government and made a record production in this one plant of three hundred tons of ammonia nitrate daily. Not only did it make a record in production, but in construction, for the plant was completed and running to maximum capacity before the date called for in the contract.

Not content with surpassing in the chemical field, the Atlas



THE FORKS OF THE BRANDYWINE
Where natural beauty and beautiful architecture harmoniously combine

Company has entered the wood and metal lacquer business, and by lacquer is meant enamels of every color. In addition, this company is manufacturing leather cloth and their production has already increased over one hundred per cent above pre-war output, as the demand for leather cloth is greater than ever. Thousands and thousands of yards are now being used by furniture and automobile manufacturers, in order to get maximum production. The fact that these two trades are becoming extremely active at this time is a knock to the calamity howler, who has been prognosticating that it will be many years before business conditions become stable.

The Atlas Company specializes in dynamite and controls the giant powder companies of the western coast and Canada.

* * * *

No firm in the United States has made a greater record in the explosive and kindred fields than has the Hercules Powder Company. The thirteen plants of the organization dot the country from the Atlantic to the Pacific, and from the Gulf to the Canadian border. The headquarters and executive offices are in the city of Wilmington.

The Hercules Company manufactures dynamite, black powder, smokeless powder and all forms of commercial explosives, and many chemicals, specializing in solvents. Of the latter product, they are the first firm in the world to manufacture butyric and propionic acids for commercial purposes.

Early in the war the Hercules Powder Company received a

contract for two million pounds of cordite—an English explosive used by the British Government, but never manufactured in this country before. Hercules cordite passed the test, and other contracts for the powder were given the company. Suddenly there was a cessation of orders; on investigating the



SECTION OF THE RESIDENTIAL DISTRICT
Adjoining City Park, Wilmington, Delaware

reason it was discovered that there was a scarcity of acetone, one of the component parts of cordite, and that agents of the British Government were contracting for all of the available solvent for British factories, the latter country feeling that it was unwise to buy cordite elsewhere when their own powder companies were idle for the lack of sufficient material to keep going. The Hercules Company, however, had convinced themselves that they could manufacture cordite successfully, and were determined to get a large contract for the manufacture of the explosive. The supply of acetone being limited, the first step was to produce more acetone. As a preliminary they built the largest vinegar plant in the world at Baltimore, and started a kelp factory at Potash, near San Diego, California. In a short time they were producing acetone at a hitherto unknown rate. The solvent question settled, the company went after England for an order of twenty-five million pounds of cordite, the contract to be given with the understanding that they were to secure their acetone from hitherto untapped sources. The British Government agreed on condition that



SECTION OF "CURB" MARKET, WILMINGTON

they be furnished by the Hercules Company with one pound of acetone for every pound the company used, to which the latter agreed. The result was that not only had an American manufacturer produced cordite for the first time, but also manufactured more acetone than was ever produced before.

The starting of the company's kelp factory has developed an industry which is unique in the history of America, and they are now producing many chemicals from kelp.

During the war the Hercules Company operated the Government powder plant at Nitro, Virginia, where twenty-five thousand people were employed, and also managed some five or six new plants of their own, in addition to the ones they were

already operating—plants that were really miniature cities with all of the attendant details to be handled. In fact, the management of the powder cities presented more problems than the management of the ordinary municipality. The record of the Hercules Powder Company is a triumph for American industry, and a star on Wilmington's service flag of development.

* * *

Wilmington is the manufacturing center for the bulk of



PROMINENT BUSINESS CORNER
IN WILMINGTON



DAVID SNELLENBURG
The "Booster"
of Wilmington



WILLIAM B. MEGEAR
President of the
Chamber of Commerce

the hard fibre used in the world. In that form of the product known as vulcanized fibre, the city leads the world, and new uses are constantly being found for the product. Manufactured in the form of sheets, rods and tubes, the characteristics of vulcanized fibre permit it to be cut into a great variety of patterns. The base of the fibre is an all-cotton, cellulose paper, unsized and uncolored. So great a value has fibre achieved in the industrial world that, notwithstanding the fact that I may be accused of repetition, it is interesting to note a few of its uses.

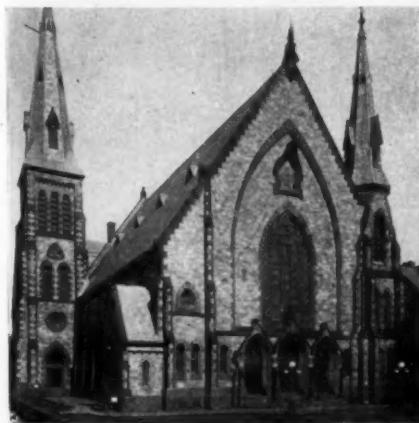
Vulcanized fibre has been found to be a very excellent insulator, and is being used more and more as a substitute for wood, metal, leather, hard rubber and composition parts, besides being used in specialty form for switch bases, bearings, bicycle saddle tops, bobbins, brake shoes, chair seats, cue tips, collar

in the world in which vulcanized fibre was manufactured, the city has the added prestige of being the world center for the product. No industry, perhaps, is more typical of Wilmington than is this one, because of its being, primarily, a Wilmington institution. At least twenty-five per cent of the vulcanized fibre output is exported, and were the port of Wilmington an established fact, this product would be shipped direct to its export markets instead of having to be sent to the Atlantic coast by rail and then re-shipped to its destination.

* * *

To its glory of being a world center for explosives and hard fibre, Wilmington has added the laurels of being the second most important glazed kid center in the world—a fact which is in part due to the waters of the Christiana River. Wherever leather and glazed kid are used, Wilmington is known. More

GRACE M. E. CHURCH



POST OFFICE BUILDING



HAGLEY COMMUNITY HOUSE



VARIED STYLES OF ARCHITECTURE ADD TO WILMINGTON'S CHARM

forms, combs, journal bearings, megaphones, pulleys, speedometer gears, telephone cleats, waste baskets, bushings, trunks, warehouse cars and railroad truck insulation.

No firm in the world in this line has so generally attained renown as has the American Vulcanized Fibre Company of Wilmington, the originators of vulcanized fibre. The original company was organized in Wilmington in 1873, and to the distinction of being the first town



VIEWS OF HOTEL DU FONT
Where elegance and comfort merge in a "homey" atmosphere

of this product is exported from Wilmington than from any other city in America save one. Some fourteen factories are engaged in the industry, among them being the largest factory of its kind in the world. The glazed kid market has been increased enormously during the war because of the shortage of leather and the fact that so many women wore glazed kid shoes of many colors, and, as has been quoted, it was a Wilmington manufacturer who conceived the idea that "pretty women should wear pretty shoes of many colors." The fashionable white shoes, as well as the vari-colored, so prominent lately, may trace their source to Wilmington.

Continental Europe has always led in the past in the production of glazed kid because it was nearer the source of raw goat skins. Wilmington merchants have competed successfully, however, for the world markets, and are today leaders in the trade. All goat skins imported must come direct thru New York and Philadelphia, except minor importations which come from the West, and Wilmington manufacturers in this line are among the foremost boosters for the improvement of the port of Wilmington, because it will do away with the delay in getting their material, and thus increase their opportunity of successfully meeting competition. In normal times over six thousand people are employed at the glazed kid factories, and it has been estimated that over sixteen million dollars are invested in the business.

One of the leading manufacturers of glazed kid in the world is the New Castle Leather Company of Wilmington. Thru the production of value-giving merchandise they have attained a reputation that stands for all that is best in business.

The New Castle Leather Company occupies a very extensive plant, covering portions of eight city blocks and extending from 10th to 14th Streets, centering on Wilson. The company is systematically adding to its buildings in order to accommodate its increasing business. The present year witnessed the installation of a very complete sprinkler system for fire protection, and in 1917 there was erected a model warehouse, two hundred by one hundred feet, with a capacity for one and one-half million goat skins, and during the same year a very fine administration building was also constructed. In 1916 the company erected a commodious building for the storage of chemicals and other mill supplies.

The business itself was organized by the late Richard Patzowsky, who for many years had been superintendent of F. Blumenthal & Company, and before his connection with that company had been in the leather business continuously since he was fourteen years of age. Being a master of goatskin tanning in all its branches, he soon placed the new company on a par with its older rivals.

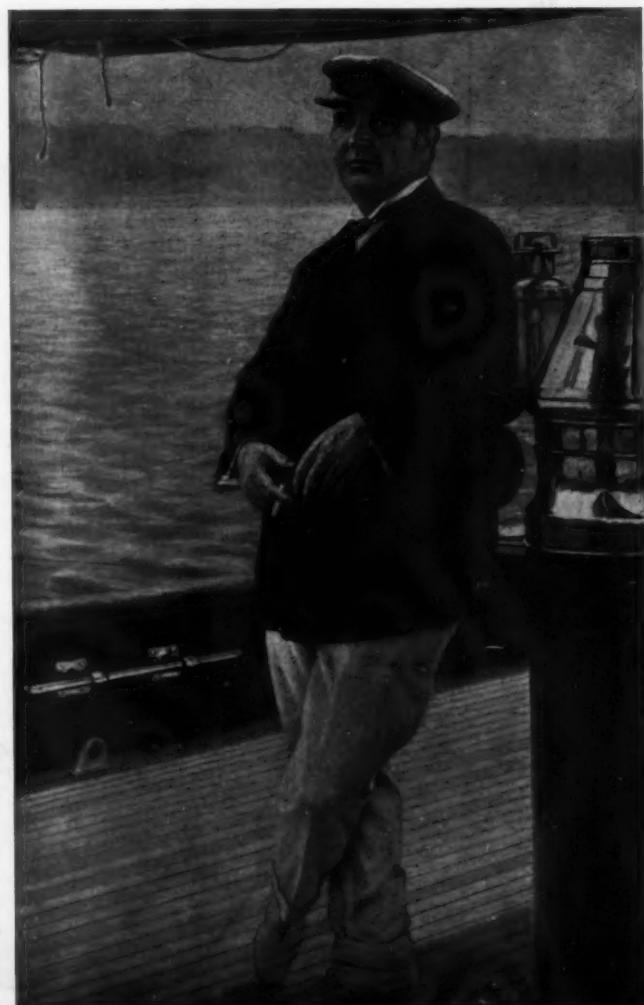
From the very beginning, the New Castle Leather Company has enjoyed a large volume of export business, having numerous branch agencies over the entire leather consuming world. The sales department and office is located in New York City, under the charge of Mr. R. E. Binger and Mr. Sidney New. All financial matters are conducted from that point.

The plant has a capacity of one thousand dozens per day and has been turning out a line of leather made almost exclusively from China and India goat skins, and embracing a range of colors that meet all requirements of shoemakers. J. Wirt Willis, the local member of the firm, also occupies the position of superintendent, and is ably assisted by an efficient staff.

During the maximum season, employment is given to about nine hundred men and women.

So diversified are the industries of the Delaware city that it is not surprising that the products of one of them is as well known in the tropics as in the United States. This is the case of the Remington Machine Company, manufacturer of ice machinery. Since 1891 it has been a leader in the exporting of ice machinery to South American and other tropical countries, and today, wherever ice is manufactured, the name of the Remington Company is a handiword. Nothing in its own line is too small for this company to manufacture, and its products range from those delicate pieces of machinery weighing a few hundred pounds to the more ponderous machines which weigh twenty tons.

The Remington Machine Company was established in 1886, and under the management of its present president, John J. Satterthwait, it has broadened out and extended its scope until



CHRISTOPHER HANNEVIG
President of the Pusey and Jones Company



GENERAL OFFICES OF THE NEWCASTLE LEATHER COMPANY

it has become a powerful factor in the machinery field. During the recent war the company was transformed into a war aid, and from ninety-eight per cent to one hundred per cent of its facilities were devoted to the production of powder machinery. When the entire organization was not thus engaged, it was doing auxiliary war work by manufacturing ice machinery for numerous ships used by the Emergency Fleet Corporation.

No man in Wilmington is more typically individual than Mr. Satterthwait. Firm in his convictions, as unchangeable in his course as the Rock of Gibraltar, when he is sure he is right, he has made some enemies, as well as a host of friends. A strong believer in the advantages of Wilmington and its right to be a world port, he is scathing in his denunciation of those who are lukewarm, or standing in the way of the city's progress. Strong, virile, and active himself, he cannot understand or stand for those who are opposed to progress because they are afraid that by asserting their opinions they will hurt themselves. Of pioneer stock, Mr. Satterthwait is of that type which has breasted the storm of the world's censor because of fidelity to an opinion which in after years has proved to be right.

* * * *

Situated on the outskirts of Wilmington, on the banks of the Brandywine, is an industry that is not only a national institution, but one of the most picturesquely located manufacturers in the Delaware city. Topping the heights of Wilmington is one of the choicest residence districts of the city; the heights sheer downward suddenly, and in the basin just below the hill are found the factories of Joseph Bancroft and Sons Company.

Joseph Bancroft and Sons Company is primarily engaged in bleaching, dyeing and finishing cotton goods. Altho one of the most important industries in the United States, very few people know anything about this business. Most people believe that it is from the cotton mill that finished cotton goods come, when in actuality the cotton mill simply turns out the raw material, which is sent to the finishing plant to be prepared for market.

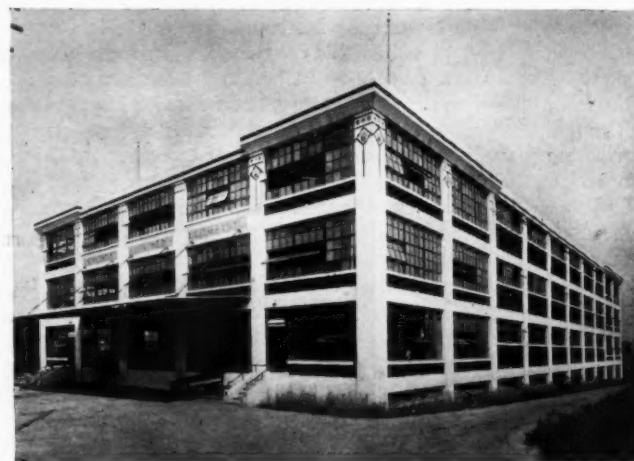
Joseph Bancroft and Sons Company is one of the oldest

companies in its line in the United States, speaking from continuity of service. Established in 1831 as a cotton mill, the company in the early days, just before the Civil War, turned its attention to finishing the product. Employing over eighteen hundred people in normal times, it is today the largest individual plant of its kind in the world. Joseph Bancroft and Sons Company is absolutely a Wilmington institution, and a Wilmington institution alone.

One line in which the company excels—which is essentially its own—is the manufacturing of "Sun-Fast Hollands," the material from which window shades are made. So fine a quality does the company produce that it is accepted as the Government standard. Bancroft "Sun-Fast Hollands" have achieved international renown, because they are absolutely sun-fast, that is, unfadeable.

All of the material for the company's "Hollands" is woven in its own mills, at Reading, Pennsylvania, and brought to Wilmington to be finished.

It is a curious fact that very few people know who are the customers of industries like Joseph Bancroft and Sons Company. Their customers are those who are technically known as "converters," and the converters are some of the largest firms in the country. The converters buy the product from the cotton



NEW WAREHOUSE OF THE NEWCASTLE LEATHER COMPANY

mill, send it to the finishing plant, and then take the finished product and market it. The finisher really deals in no commodity except his brains, his skill and his service. The finishing plant is really a service plant. The customers of the converters are the jobbers and larger retailers.

There are three distinct phases in the cotton goods business—buying, merchandising and finishing. Each operation is a distinct business. In the manufacture of "Hollands", Joseph Bancroft and Sons Company maintains three organizations in one, altho each is absolutely distinct, thus maintaining the highest degree of efficiency as well as excellency of product.

Besides "Hollands", the company manufactures book cloth and vellum. So excellent is the vellum produced by the company that it is used for over thirty different purposes, among them being signs for government foresters, which



WHERE "ACETONE" IS MANUFACTURED—PANORAMA OF THE HERCULES POWDER COMPANY'S KELP PLANT

signs must withstand all climatic conditions; engineers' note books, which must be waterproof; tags; photographic purposes; blue prints; patent records, as well as every sort of permanent record.

No firm in Wilmington has added more to the city's industrial renown than has Joseph Bancroft and Sons Company. Almost alone in its field, it has brought, thru the excellence of its product, new lustre to the city in which it is located. The Bancrofts are leaders in every field of Wilmington enterprise, and stand for the highest in business and civic endeavor.

* * * *

The greatest industry that the war has developed is shipbuilding, resultant, tho it is, of necessity. So suddenly was it increased that every plant suitable for the purpose became a shipbuilding hive. The suitability of the Delaware River for shipbuilding soon gave it the name of the "Clyde of America," but, so rapid was its advancement in this particular field that the appellation was soon changed and the Clyde became known as the "Delaware of Europe." Wilmington's favorable location made it a natural producer of ships and ship supplies. Many local firms achieved a prominence in the industry that will never be lost. Among those who devoted sections of their plants for the purpose of driving the Huns off the sea, as well as increasing the American Merchant Marine, was the well-known firm of Pusey and Jones.

No firm in Wilmington has made a more enviable record in ship production than has this company. Their equipment is of the most modern type, and their four ways are capable of building ships up to five thousand tons. The importance of the fabricated ship is realized by the company, and their fabricating plant is a large two-story building, eighty by three hundred feet.

During 1918 the Pusey and Jones Company built and delivered six four-thousand-ton steamers to the Emergency Fleet Corporation, and at this time are working on eight forty-three-hundred-ton cargo steamers for the same corporation. In addition to ships, the company is fabricating steel for four mine sweepers, and have already delivered two to the Navy Department.

The Pusey and Jones Company are also leading builders of paper machinery, general machines, and sugar machinery. A new machine shop just constructed is one hundred and fifty by three hundred and thirty feet. The company has recently

and thirty feet. The company has long been noted in the machinery world, particularly as it has the distinction of producing paper machinery from ten inches to two hundred and two inches wide. Whether in war or peace, the Pusey and Jones Company has shown the adaptability of the American manufacturer by quickly converting their organizations from



TWO HARVESTERS PUMPING KELP INTO A BARGE
These harvesters never sleep—they are on the job twenty-four hours a day

a peace to war basis, and back again. So well has this been done that no one entering the Pusey and Jones shops today can doubt the ability of the company to handle with rapidity any contracts they accept.

* * * *

Another company with an enviable record in the ship-building field is the Harlan Company, Bethlehem Shipbuilding Corporation of Wilmington. In it the traditions of the Bethlehem Company are added to their Wilmington heritage so that the work they have done and are doing is not surprising. Formerly the Harlan & Hollingsworth Corporation (the company was consolidated in 1917 with the Bethlehem Shipbuilding Corporation), since which time it has been a leading member of that organization.

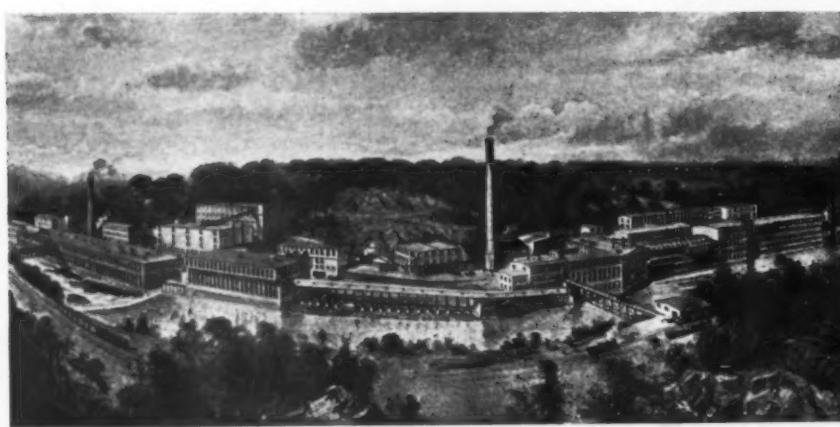
During 1918 the company built and delivered to the Emergency Fleet Corporation ten ships ranging in size from four thousand to eleven thousand tons each. This year they hope to complete and deliver fifteen vessels of from five to eight thousand tons each. Besides building ships, the Harlan Corporation build their own engines and boilers, and are now opening up their dry dock, which has been used as a building slip for general repair work.

The Harlan Corporation, prior to the war, were extensive manufacturers of railroad cars, both foreign and domestic. The war naturally caused a slump in this line, but it is expected to resume its normal trend in the near future, and the extensive car-building establishment of the company will resume its former activities in this line. The company employs in the neighborhood of fifty-five hundred men, and is one of the largest shipbuilding plants on the Delaware River.

* * * *

To continue to describe Wilmington industries would be to give a roster and description of the leaders in all branches of the industrial world. Besides those mentioned are the plants of the American Car and Foundry Company, Lobdell Car Wheel Company, Electric Hose and Rubber Company, Eastern Malleable Iron Company, J. E. Rhoads and Son, the Speakman Company and others. Like those mentioned in detail, each of these companies stand for all that is best in their respective fields and give to Wilmington a heritage rich in accomplishment. Only lack of space forbids going into their accomplishments in detail.

The Chamber of Commerce in every city is the hardest working organization in the city—if it is awake. The Chamber of Commerce of the city of Wilmington is awake. Clarence C. Killin, the secretary, altho a young man, during his term



A BEND IN THE BRANDYWINE
The Joseph Bancroft and Sons Company plant

completed a large amount of pump and special pattern machinery for a local corporation, a large number of acid tanks for the Nitrate Division of the Ordnance Department, as well as a great deal of deck machinery, steering engines, windlasses, as well as every conceivable and necessary kind of machinery for ships.

Previous to the war, the corporation was one of the largest paper machine builders in the world. At the present time they are rebuilding their shops and installing the most modern machinery, so as to take care of the paper machine business when conditions are normal again. One of the paper machine mills being erected is one hundred and forty by three hundred

of office has given the best in him to the city he represents, and Wilmington owes much to his progressiveness and careful attention to the needs of the city. William B. Megear, president of the body, is a hard-working, conscientious business man, with a reputation for carefulness, and, under his guidance the directorate of the Chamber has given to the city the most

town, a housing board was organized and the way in which this situation was handled is a credit to the city. Not only are the interests of the laboring man of primary consideration in the city, but that of the other workers as well. The merchants have uniform working hours—nine to five-thirty—and the result has been a city of satisfied, thrifty employees. The unrest so evident in many large cities is absent in Wilmington, and it is because the employers of the city consider the interests and welfare of their employees identical with their own.

Of the many merchants in Wilmington none is so well known as "Dave" Snellenburg of N. Snellenburg Company. There is reason for this because Snellenburg is an original merchandiser as well as a city booster. The "Booster" of Wilmington, as he is called, is an extensive advertiser, but perhaps his greatest plea for recognition in this line is his editorials. These editorials, which appear twice weekly in the local papers, occupy two full columns in the center of his regular advertising page, and are boosts for Wilmington, not always in

the sense of the real meaning of the word—for Snellenburg wields no sugary pen—but in the sense that even when he is caustic, what he writes is for the good of his city as he sees it.

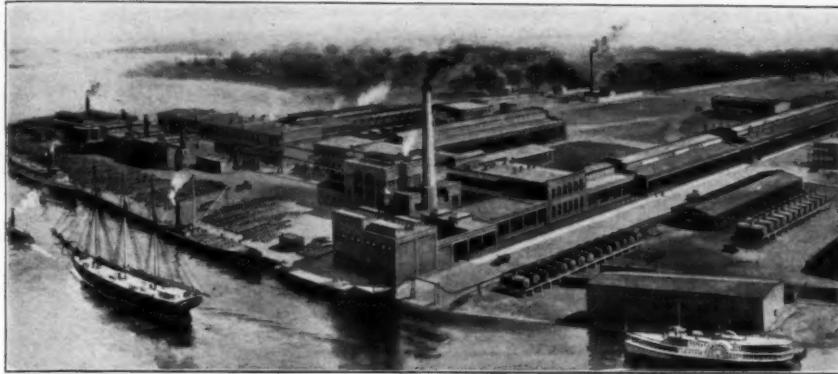
The Snellenburg Company is unique in that every year the employees of the stores give a free minstrel show for their patrons and the town in general, and last year they journeyed at the company's expense to give their performance for the men at Camp Dix. The spirit of the Snellenburg Company is another evidence of the spirit that has made Wilmington a winner—a spirit of loyal co-operation and a real desire to help.

Thru the Wilmington banks there passed, during 1918, total clearances of one hundred and eighty million dollars. Three of these are national banks, the others state and trust companies. They have achieved a record as being the best financial organizations of any city in the United States. Much of Wilmington's prosperity is attributed to their carefulness and judgment in financial matters.

A ride thru the city of Wilmington is a ride thru residence districts of exceptional beauty. Much of this is due, of course, to the natural and beautiful topography of the country, but more to the care with which the home-owners have built. Probably more people *per capita* than at any other place in the United States own their own homes, and at this time the du Pont Company has purchased a nice section of the town where many of its executive employees are erecting beautiful homes. When finished, the colony will be one of the finest residence sections in the city.

Local architecture has always been the pride of the city. Plans have just been completed for the tearing down of the old court house, the site to be used for a park, with sunken gardens, and the most modern of

(Continued on page 37)



ATLAS POWDER COMPANY PLANT AT STAMFORD
Where picturesqueness and utility are combined in the production of leather cloth

careful consideration of all plans that have been presented for local betterment. No Chamber in recent years has done more for, or added more to, the progress of Wilmington, than has the present body.

* * * *

The advantages of Wilmington for the young man commencing in business is evidenced by the unprecedented rise of Paul C. Hessler, president of Hessler, Incorporated. Realizing the possibilities of Wilmington, fifteen months ago Hessler organized a company for the purpose of producing outdoor advertising, and has built up a wonderful business in the little more than a year that he has been established. Having been connected with outdoor advertising all of his life, he knew its possibilities, and, by conscientious devotion to the interests of his clients, the outdoor advertising controlled by his company stretches across the country and back again. Ambitious, not content with doing small things in a small way, Hessler's one desire is to produce the biggest things in his line, and he is doing it. During the war, his company devoted much of its space and talents to the Red Cross and other war activities and the mammoth Red Cross sign erected by his company in Wilmington went far toward making the last drive a success. As an example of a successful young business man, Hessler is a criterion for others to emulate, because, first of all, he knows his business, and second, he had the business sense to establish himself in a live city where he could develop in proportion as he did his part to develop the city.

* * * *

From many standpoints, Wilmington is a laboring man's town. Special attention has always been paid to the working conditions at the various industries. During the war when the demand for labor by the various war industries crowded the



THE PUSEY AND JONES SHIPYARD
Section of the upper harbor and the Delaware River in the background

American Dyes for American People

By CHARLES A. WESTON



ILMINGTON'S answer to Germany's defiance of civilization was the delivery of munitions of war with which victory was won by the Allies on the battlefields of Europe.

Wilmington's answer to Germany's effort to re-establish herself in the commercial world will be the delivery of munitions of peace with which commercial battles will be brought to a conclusion thruout the civilized world.

In the first case the du Pont Company, as a manufacturer of military explosives, was the agency which brought the downfall of German military power.

In the second case the du Pont Company is prepared to deliver the material for the commercial warfare in the shape of dyes in such quantities and of such quality as to make it forever impossible for Germany to resume her absolute control of the dye industry of the world.

When, in 1914, the great war broke upon the world, one of its first effects was the shutting off of imports of dyes, because the world had allowed the German chemists to build up a highly-protected industry which had become a world monopoly. England, France and the United States felt the loss at once, and each began, in its own way, to relieve the situation which threatened the commercial life of the great powers opposed to the Prussian autocracy. All of the unsatisfied wants were investigated and prompt measures taken to relieve the pressing need.

The chemists of the du Pont Company, well versed in the coal-tar industry as applied to the making of munitions, were ready on the instant to turn their attention to developing the American dye industry. The company was particularly fortunate in that the explosives industry leads directly and naturally into the production of coal-tar dyes. The same acids, the same intermediates and the same bases enter into both products, and up to a certain point the processes are virtually identical.

The chemical department of the du Pont Company was expanded until it numbered eight hundred trained men, and in all the company's laboratories intensive experimental work was conducted with a view to solving the pressing problems, the failure to solve which would threaten the very life of the country's textile industry.

It was not long before the laboratory workers had found a

solution to many of the dye problems. It then became only a question of putting to commercial use the knowledge thus gained.

In the midst of the war, when the end was seemingly a long way off, the indefatigable du Pont workers began the construction of a great dye plant in which to work out on a commercial basis the experiments which had been worked so successfully in the laboratories.

It was fitting indeed that Wilmington, the home of the greatest powder company in the world, should become the home of what promises to be the greatest of the dye industries. It was also fitting that the site for the dye plant should be adjoining the site of the great Carney's Point powder plant. At Deepwater Point, New Jersey, just across the Delaware River from Wilmington, there was begun, a little more than a year ago, the erection of buildings which are now nearing completion and which, when completed, will constitute a plant with capacity sufficient to supply, so far as indigo alone is concerned, the entire needs of the United States and Canada.

This plant was not erected with the feverish haste which marked the erection of the powder plants, still the construction work was not allowed to lag. Great buildings went up with wonderful rapidity, special machinery was designed and installed, and the chemists, who were awaiting only the opportunity, began their commercial work without waiting for the completion of the plant. Already a large part of it is in operation, and tho the company had never before produced indigo, it is now being put on the market in large quantities, as are also many of the so-called vat dyes, thus rounding out a complete American dye plant on which the textile manufacturers of the country can depend for their supplies.

This plant promises to be one of the most important parts of the duPont American industries, and will give to Wilmington a place in the manufacturing world equal to that which it has occupied during the period of war activities.

With the ending of hostilities and the releasing of labor and material, there is every prospect that it will not be long before the entire plant will be in operation, and there will be no excuse for American industries to look to Europe for their dyes. Wilmington will adopt the slogan "American dyes for the American people," and the exclusion of all foreign dyes, including those made in Germany.

(Continued on page 37)



A SECTION OF THE DU PONT DYE PLANT

Endways Launching *in a Narrow Stream*

American Inventiveness Overcomes Natural Disadvantages



ITH the regularity of clockwork there takes place each month, at the plant of the Pusey and Jones Company at Wilmington, Delaware, an event which is almost unparalleled in the history of shipbuilding.

The launching of a ship, however, is an occurrence which has become familiar to all of us, almost without exception. If it has not been our good fortune to have been actually present at the launching of some one of the hundreds of ships

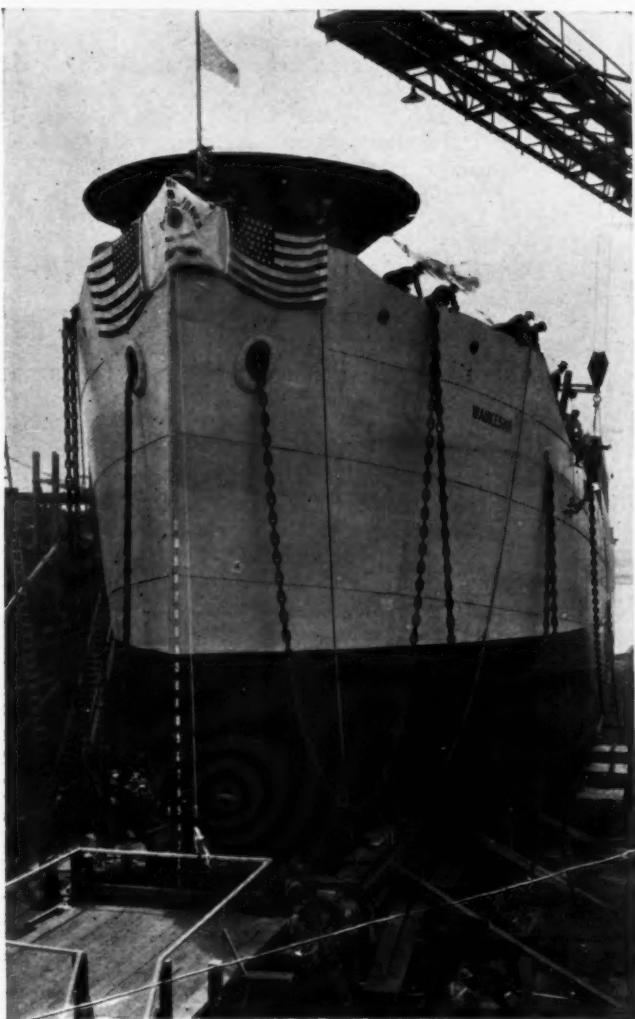
of the river, as measured at high water, from the end of the launching ways to the opposite shore, is 335 feet. The length of the 4,300-ton D. W. C. ships which are built at this plant is 315 feet.

Due to the narrow width of the stream, one might expect that the launching ways would be laid parallel to the bank and that the ships would be launched sideways. This arrangement, however, would require for four ships at least three times as much frontage on the river bank as there is available for the purpose.

The four launching ways are therefore laid parallel to one another and are at right angles to the river bank, thus providing for "endways" launchings.

We are face to face, then, with the problem of launching a 315-foot ship endways into a stream of 335 feet in width. This means that the ship's headway must be checked within a space of twenty feet after she has cleared the ways if she is to be prevented from ramming the opposite bank of the stream. And this thing is done with the regularity of clockwork each thirty days. How is this feat accomplished? In the first place the inclination, or declivity of the ways is reduced to a minimum, in order that the velocity of the ship as she leaves the ways may be kept as low as possible. This declivity of the ways, however, is not so small as to permit the possibility of the ship "sticking" on the ways at the moment she is "sawed off."

The prime factor in the launching operation is the system of "drags" which are brought into play at critical moments. These drags, or "skips," as they are more familiarly known, are made of steel plates, substantially riveted together, and resemble somewhat a rectangular box having a barge-shaped bow. These skips are arranged in pairs on port and starboard sides of the ship. The first pair of four tons is attached to the ship by means of heavy stud-link anchor cables. These cables are shackled to eye pads securely riveted to the shell of the ship, on the port and starboard bows. (Continued on page 40)



THE "WAUKESHA"
A Wilmington-Built Ship

which have contributed to the building of "Pershing's Bridge," we have at least enjoyed the motion-picture portrayals of these interesting events.

The launchings which occur at the Pusey and Jones Company in Wilmington are different; in fact, they may be said to be unique, because of the circumstances which attend them. What are these circumstances? The shipbuilding plant of the Pusey and Jones Company is located at Wilmington on the north bank of the Christiana River about one mile and a quarter from its junction with the Delaware River.

The Christiana at Wilmington is a narrow stream having from five to six feet rise and fall of tide.

At the Pusey and Jones Company plant the extreme width



THE LAUNCHING
New Addition to the American Merchant Marine

The Material of a Million Uses

An Old Product Which is Developing New Possibilities

LN the city of Wilmington is located an industry turning out a product so extensively used that almost every engineer, chemist, or manufacturer reading this will recognize the name.

It is Vul-Cot Fibre, which, because of the myriad uses to which it is put, has become known as "the material of a million uses." Despite the fact that the annual production of vulcanized fibre in this country exceeds twenty million pounds, comparatively little is known either of the method of manufacture or the properties of this widely-used material.

The purpose of this brief article is to explain, in a few words, the main facts regarding its manufacture, and to outline some of the properties that have made it so widely useful to the engineering profession.

The birth of vulcanized fibre dates back to 1869, when an English chemist, Taylor, invented it. Its use commercially, however, dates from 1873, when the American Vulcanized Fibre Company was established in Wilmington.

Altho the original patents included the use of sulphuric or nitric acids, with or without the addition of various metallic salts, the process as practiced today is confined to the action of zinc chloride on an all-cotton cellulose paper, unsized and unloaded.

This paper is passed over heated cylinders thru a bath of zinc chloride maintained at about 70 degrees Baume, and 40 degrees C., depending upon the quality of the paper and the atmospheric conditions. It is then rolled up on large heated drums to the desired thickness, the zinc chloride hydrolyzing the cellulose and gelatinizing the surface to such an extent that the paper unites and forms an almost homogeneous mass.

The "greenfibre" is then washed in zinc chloride baths of progressively diminishing concentration until it is commercially pure, *i. e.*, contains less than 0.15 per cent chlorine. This process is, of necessity, very slow, and any attempts to expedite it are apt to result in an inferior grade of fibre or in blisters due to the increased osmotic pressure. The wet pure fibre is then dried at a temperature of 40 to 60 degrees C., after which it is pressed and calendered.

The finished product, which has shrunk to one-half its

original thickness, is a homogeneous, tough, horn-like material that can be readily machined, threaded, embossed, etc., and can be given a high polish.

Vulcanized fibre is not waterproof, but it is not injured by immersion in water, either hot or cold, and on re-drying it assumes its former dimensions and properties. Oils are absolutely without effect on it and are not absorbed in the slightest degree. It is also proof against organic solvents, such as ether or carbon tetrachloride.

The mechanical and physical properties may be varied between fairly wide limits by proper manipulation of the chemical treatment and by varying the quality of the original paper. This fact is little appreciated by the public, and, in fact, only too little appreciated by some of the fibre manufacturers themselves. Consequently a man believing that "fibre is fibre" may purchase a grade absolutely unsuited for his particular needs, and without further investigation concludes that all fibre is worthless to him.

Vul-Cot Fibre is used in so many places that only a hasty resume can be made here.

For all kinds of electrical insulation, and in a great variety of mechanical parts, such as gears, valves, washers, bushings, etc., Vul-Cot gears are noiseless and oil-proof, and on account of their toughness and elasticity will outwear two or three sets of metal gears.

One very important application of Vul-Cot is in railroad insulation for automatic block signals, shims, etc. The use of Vul-Cot for trunks, roving cans, doffing boxes, trucks, etc., is growing steadily because of the unusual service it gives. Vul-Cot waste baskets are nationally known because of their economy, durability, cleanliness and appearance, also because they are covered by a five-year guarantee for service.

The scope of the use of Vul-Cot Fibre is ever increasing. The fact that it has a tensile strength three times that of leather, and electrical rupture test of two hundred to four hundred volts per mil, coupled with the ease and nicety with which it can be machined, is leading manufacturers everywhere to use it more and more.



ONE OF THE FIBRE-MAKING PLANTS OF AMERICAN VULCANIZED FIBRE COMPANY, AT NEWARK, DELAWARE, THE HOME OF VUL-COT

Reconstructing Disabled Soldiers

By LEE SOMERS



MERICA'S fighters for democracy are already beginning to return from the scenes of their victories abroad. Thanks to their brilliant successes on the battlefield and to the magnitude of American preparations, the war collapsed so quickly that by far the greater number of them will return in even better physical trim than when they left home—bronzed, healthy lads, amply able to cope with the Hun or anything else. The nation will not be called upon to do much for these men, altho its gratitude will be attested in many ways. But materially, they ask nothing more than a job, and that want will be supplied thru the aid of the Employment Service of the Department of Labor.

However, there are a good many thousands of soldiers who have been less fortunate. The wounded, the gassed, the men disabled thru disease or the hardships of trench life, tho they number far less than the nation had feared, are, nevertheless, considerable. For their return to the ranks of industry the nation has already made provision, and various agencies of the government are devoting their energies to the placing of these men in suitable occupations.

The Federal Board for Vocational Training, the War Department, the Red Cross and other organizations are carrying out a great educational and welfare program of which these men are the beneficiaries. The Department of Labor, thru its Employment Service, is finding work for them, and the Information and Education Service of the same department is furnishing information to friends and relatives of disabled men, as well as to the men themselves, in order to give them every facility for obtaining the assistance they need.

How the government's work for the returned soldier is carried out in actual practice is illustrated most effectively at the Walter Reed General Hospital, near Washington, where, from the time the wounded men first began to stream into this country, the work of restoring them to economic usefulness has been steadily under way.

At first sight, the hospital seems depressing to the visitor. It is not pleasant to see the men who have fought so bravely for America forced now to fight for livelihood after the loss of an arm or leg. But the men are so enthusiastic and eager to prepare themselves to become breadwinners again that their interest is quickly communicated to onlookers. The last thing these men want is pity; they want help until they can help themselves, then they want to help themselves.

Private E. C. McGonegal, a North Dakota boy, shows by his own career the spirit that animates these brave men. He lost both arms on the battlefield by the explosion of a hand grenade, and was a patient in a military hospital abroad for two months.

As soon as he had recovered, he insisted on doing something more to win the war. The stumps of his arms were fitted with appliances so that he could grasp the steering wheel of an automobile, and for three months thereafter he drove an ambulance over the shell-scarred battlefields. An expert chauffeur before the war, and a lover of outdoor life, Private McGonegal's chief worry after his return to America was whether, in view of his physical disability, he would be allowed to drive a machine

in his native state. There are many one-armed soldiers who have been developed into expert chauffeurs.

Major Bird T. Baldwin, chief of the educational service at the hospital, defines the object of all work at the hospital as designed to help every individual soldier who is in any way disabled, to function again as a well man, physically, socially, educationally and economically.

The first part of the job is to restore the disabled man physically. Occupational therapy is a big part of this process. The reconstruction of disabled men begins at the bedside, where patients in the earlier convalescent stage are given some kind of work that will help toward the physical cure and at the same time have a motive or special interest back of it.

Fifteen young women assist in the work among the disabled men, to help them develop the proper attitude toward themselves and their future outlook in life. The patient may learn basketry, weaving, wood-carving, modeling, or other lines of hand work. His chief interest is taken away from his discomforts or his disability, and he is made to feel some sense of responsibility toward himself and others.

When he is strong enough, he is taught some of the more difficult handicrafts or industrial arts, such as telegraphy, automobile construction, or the principles of electricity. Some men are given instruction in academic subjects, in order that they may become teachers or equip themselves for other professional work. No time is lost in the work of physical and mental reconstruction, and after living in the atmosphere of the Walter Reed Hospital, the patient feels that he is just as useful a member of the community as anyone else.

"If he has lost an arm, we cannot restore that arm, but we can teach him to use his other arm to take the place of the missing member—to make the finger co-ordinations and movements that the missing arm was required to make," Major Baldwin explains. "Then we supplement this with an artificial member—an auxiliary arm—which is equipped with appliances adapted to the man's particular needs."

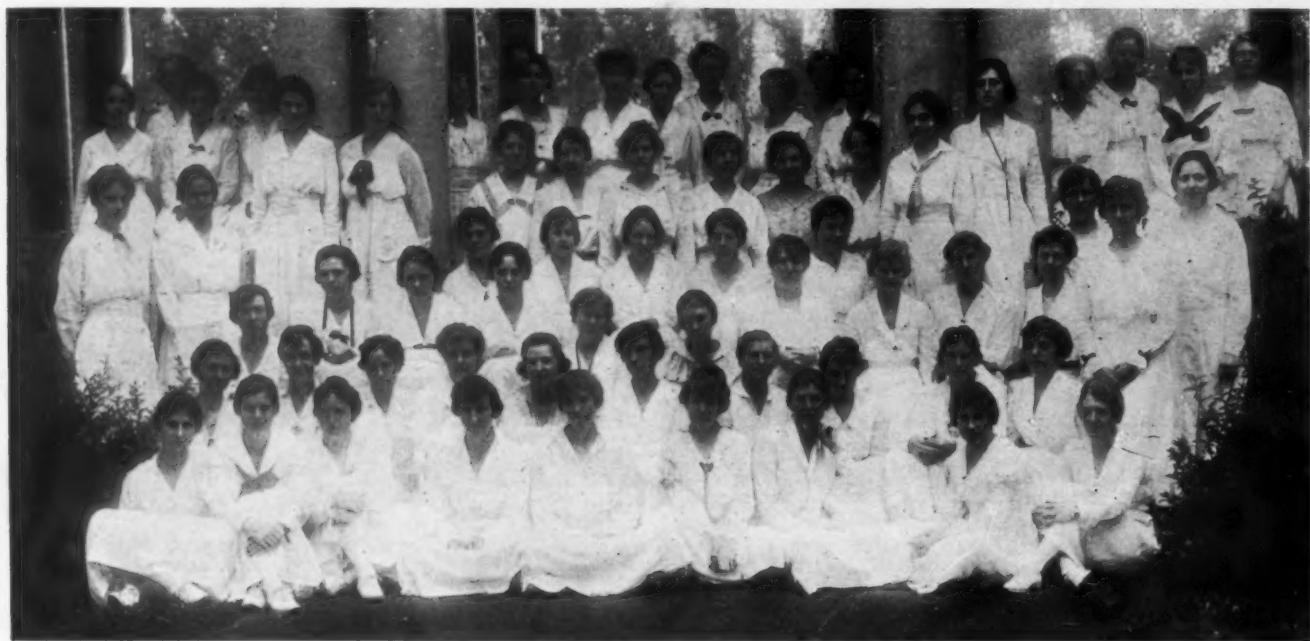
Some kinds of work can be best done with a hook attached to the artificial arm. Other work requires a clamp, and if desired, a properly-shaped hand may be attached. There are many kinds of cases other than those which call for amputation. One man, for instance, may be restored physically by out-door work on the hospital farm, another by mechanical work, while still another by some sort of light industrial work.

The reconstruction work at Walter Reed began in a small way, but it has now assumed national importance, not so much because of the magnitude of its own work, but because it is a demonstration and training school for other hospitals. Many buildings have been put up since the war began, and during the warm weather a fifteen-acre farm garden provided work of much therapeutic value for men suffering from nervous diseases.

Social reconstruction of the disabled soldier is a twofold process—the man must be made to feel that he is again a social being, with all the responsibilities of a member of society that he had before his temporary disability, and society must be educated to maintain the right attitude toward the man. It



Copyright, Harris & Ewing
MAJOR BIRD T. BALDWIN
Educational director at the Walter Reed
Hospital



SMITH COLLEGE WAR EMERGENCY SUMMER SCHOOL

Officially known as the Training School of Psychiatric Social Work. Its purpose was to train women to help doctors in the case of shell-shock victims

must not sympathize with him too much, nor regard him as an object of pity. It must consider him a member of society as well equipped as anyone to make a living.

The aftermath of the Civil War brought many delinquents and dependents who might quite as well have been useful

Canadian experience, as well as that of England, has been invaluable in working out plans for the rehabilitation of wounded men. In Canada, a specialty was made of placing men in trades and occupations with which they already had gained some familiarity. For example, a disabled man who had formerly been a miner would be given work in a mine where his past knowledge would serve, even tho his former physical qualifications were lacking. One particularly difficult problem—that of a young lieutenant, a former mining engineer, who had been blinded—was solved by finding work for him in the office of a company where his training proved of great value.

The object in the United States is to train the disabled man in such a way that he will be able, if possible, to earn more



Copyright, Harris & Ewing

PRIVATE E. C. McGONEGAL
A private in rank, but a hero in spirit

producers, instead of physical misfits. The rehabilitation of handicapped men had not been given much attention at that time, and the result was that they were not fitted for work that they might very well have done. Now, however, when an army surgeon amputates an arm or a leg, the operation is performed in such a way that the stump and any appliance may be utilized to the best advantage.

Society must indeed accept these men as normal members, and the men must again learn that they, too, have individual responsibilities.



Copyright, Harris & Ewing

CLASS IN ENGLISH
Conducted for foreigners at the Walter Reed Hospital

money than when he had all his physical powers. Academic education, mechanical training, work along any line that will increase personal efficiency, are kept up as long as the men remain at the hospital. One of the most interesting of the institution's activities has been its classes (Continued on page 41)

Affairs and Folks

EVERY reader of a magazine or newspaper might as well realize first as last that the paper situation is becoming serious. The war may have been caused by a "scrap of paper," but every scrap of paper is going to count before the supply of pulp and paper will assume normal conditions. The newspapers and magazines seem to be shrinking day by day, and the value of paper as a medium of dispersing public intelligence will be appreciated. It was the statement of a gruff old man who, when asked one time the basis of the educative growth of America, said "pulp paper." When you realize that towns in France of twenty-five thousand people have no newspapers and get their politics chiefly thru theatres and old-fashioned avenues of gossip, you can realize why we begin to appreciate the forests as the pulp resources go dry. If things go on, there will not be enough left to keep the boys and girls going with paper wads. The old days of the Civil War are recalled, when every envelope was opened to save paper. The extravagance and profligacy of the use of paper becomes more apparent as the supply diminishes. The wastage has been something frightful.

* * * *

THE only theater outside the United States where "Smileage" tickets are accepted is at Camp Las Casas, Porto Rico. It is an open-air structure, operated by the War Department Commission on Training Camp Activities, the auditorium lying under more than a score of great palms. The stage, which is seventy-two feet long and thirty feet deep, is adequate for any demands which may possibly be made upon it. The orchestra or band is hidden in a very modern pit, with drop-lights in place. The accommodations are for four thousand.

Brigadier General E. R. Chisman, commanding the native soldiers of the National Army at Las Casas, said in his formal opening address: "This theater represents part of the progress thru which I hope to be able to gratify the greatest ambition a man can have, that is, to take the Porto Rican brigade to France."

These Liberty theaters in the different training camps are used not only for theatricals, but take the place, in many instances, of the old town hall. They are veritably the civic and social centers of camp life. They are used sometimes for classes in various educational subjects, and it is quite common for them to be requisitioned by an officer for giving lectures of a strictly military nature to his men.

Recent bookings indicate that "Smileage" will continue in popularity with the boys, including, as they do, such productions as George Arliss in "Hamilton," Marguerite Sylva in light opera selections, "Oh! Lady! Lady!" "Lilac Time," and others of like ilk.

* * * *

TO printers and publishers thruout the country the firm name, Sinclair & Valentine Company, has a meaning all its own. More than merely printing ink manufacturers, the firm has come to be an institution in the printing trades. Therefore it was with a distinct sense of loss that the printing and publishing fraternity learned of the death in New York City on December 15, after a long illness, of Francis MacDonald Sinclair, the head and founder of the firm.

Mr. Sinclair was born in the parsonage of the Dutch Reformed Church, Staten Island, in 1865, the second son of Rev. John H. and Frances Corwin Sinclair. In early life he entered the service of the Anchor Line Steamship Company, but later became interested in manufacturing, and associating himself with Theodore S. Valentine, a practical ink manufacturer, estab-

lished the firm that eventually became a leader in its field. He was a member of the Aldine, the Sphinx, the St. Andrews Golf and the Automobile Clubs of New York City and the Kingswood Golf Club of Wolfeboro, New Hampshire. Mr. Sinclair was buried in the old Moravian cemetery at New Dorp on Staten Island, where others of his family are at rest.

* * * *

SEVERAL years ago, Louis Clare Cargile, of Bentonville, Arkansas, was an earnest student at the State University. He did most creditable work and was graduated with distinctive credit in scholastic as well as athletic work. During his



Photo by Rockwood, Jr., N. Y.

FRANCIS MACDONALD SINCLAIR

four years in college he had taken military drill, and on his return to his home town he organized a company in the National Guard. Mr. Cargile had already enlisted as a member of the 2nd Regiment, National Guard, at his State University, Fayetteville, while in his junior year.

When the National Guard regiments of Arkansas were called out for action on the Mexican border during the summer of 1916, Mr. Cargile went as captain of the Bentonville company. His command was absorbed in the National Army when war with Germany was declared by the United States in April, 1917. Captain Cargile's regiment, when mustered into service, was infantry, but was soon converted into artillery. He was, however, continued in his command as captain of Battery D of the 142nd Artillery. His command was sent to Camp Beauregard near Alexandra, Louisiana, September, 1917, and soon after he was detailed to the officers' school at Fort Sill, Oklahoma. When the course was completed, Captain Cargile was detailed as an officer of instruction at Fort Sill until August, 1918, when he was promoted to major and transferred to Camp McClellan, Alabama. During the organization of the 27th

Field Artillery, he was in command. The major received his rank before he was twenty-four years old, at that time being one of the youngest officers in the service with the rank of major. He is a real soldier at heart, and most thorough and proficient in military tactics, command and soldierly bearing.

Lieutenant and Major Cargile are the only sons of Dr. and Mrs. Charles H. Cargile, who are justly proud of their record.

* * *

WHEREVER the "Service Flag" floats, interest focusses in General Pershing, commander of the American Expeditionary Forces. When I saw him before he left for France, he was the picture of an ideal commander, his strong kindly face bronzed by the tropical sun of the Mexican border. The twinkle in his eye reflected a something about the man that appeals not only to the soldier—for Pershing, be it known, is all soldier—but to the civilian who has a soldier son. There is about him a heartiness, a fatherliness, almost, that impels confidence.

Pershing's life-work has been that of a soldier in the highest acceptance of the word. His Alsatian blood must have tingled as he looked across at the blue mountains where his father was born and whence his forebears came, with the thought perhaps that freedom might come to this people thru the flag he served.

Confidence in Pershing. The whole country believes in him. He has amply proven his level head and effective tact that enables him to meet emergencies. Despite the rigid and grim discipline of army life, his heart is ever warm toward the boys in khaki. Fathers and mothers of soldier boys feel a sort of kinship with General Pershing because they know how he loved to go out to Aunt Maria's in Kirksville, Missouri, and taste the goodies she had in reserve for stalwart "Johnny," the lad who organized a school brigade for defense of the old lime kiln against imaginary foes. With all the duties and responsibilities of commander in France, he keeps in touch with the folks and affairs at home and has the enthusiastic support of his department and the unreserved confidence of the President and Secretary Baker.

Little did Captain Pershing dream when he came from the

Philippines only a few years ago, a well-seasoned company commander, whose campaigns had brought recognition for bravery, that he would so soon be commander of the American expeditionary forces in the greatest war of history. He early emphasized in his talks that the war was to be a battle of brains—that American efficiency was coming to its own. In the grim jaw and features of Pershing are reflected the expression of days gone by when his mind was concentrated on the gruesome task that faced the soldier in the Philippines. He catches that supreme moment when all things material seem to fade in the vision of the greater glory that comes in the service to ideals and country—that borderland wherein facing death is the greatest moment of life.

* * *



GENERAL JOHN J. PERSHING
The great soldier in whom our nation placed its confidence

Senator Mark Hanna. This development is a process, and success is brought about thru the necessity of the occasion and the practice.

All this came to my mind when I read a volume, "The Art of Public Speaking," by J. Berg Esenwein, and the essence of this textbook, for textbook it is, is "confidence" and "practice." The author points out practically and lucidly the shoals ahead for the beginner. It is like everything else: first learn the rules, then forget them and go to it. I cannot remember the time when I did not love to speak in public. I was always the volunteer in Sunday-school when they wanted someone to speak a piece at a reception, and I remember going out to the barn with Tom and Fan (the horses), and as they chewed their oats and blinked their eyes, I talked from a rostrum of new-mown hay. I remember imagining I was in a grove of tall sunflowers—such groves being rare in that prairie-land. I imagined, too, that I was having a camp meeting. It astonishes me now, that I can say things on my feet I cannot say sitting down. I long ago realized that if there is anything approaching eloquence in my talks it is the audience that brings it out. Whether the beverage be tea, coffee, milk, or hot air, my first impulse is to get in sympathetic touch with the audience, and then when they are with me, pound out the seventy-five millimeter shot.

—TENNYSON.

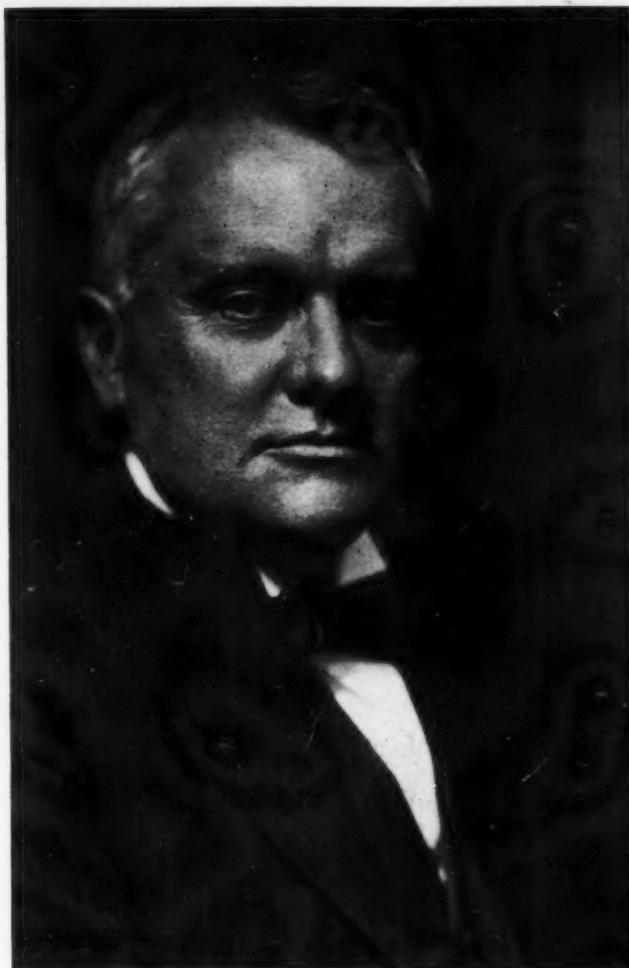
"With the standards of the people
plunging thru the thunderstorm,
'til the war-drum throbbed no
longer, and the battle flags were
furled."



As Mr. Esenwein says in his book, the public speaker must be absolutely un-selfconscious. He must turn deaf ears to remarks which he can't help overhearing, such as "If that man only knew, he is too fat to wear that kind of a coat." "Why does he wear that choking collar? He made me

feel he would strangle himself when he got excited." "Too bad he did not have time to have his shoes blacked. They are so conspicuous." "Did you notice his shoestrings come untied?" "What a homely tie."

"The Art of Public Speaking" anticipates most contingencies and on that account may be safely followed.



JOB ELMER HEDGES

A brilliant "after-dinner speaker" who can talk equally well between meals

HIS name is Job E. Hedges—use the plural please. If there is an individual who is plus and then some, his name is Job Elmer Hedges, registered as a lawyer in the New York directory, but known all over the country as "our most brilliant after-dinner speaker." Job can also talk before dinner and between meals, but when he talks he always says something. Epigrams flow from his lips as if from a perennial fountain, and no matter if the thermometer is 10 below zero or 102 in the shade of night, Job's wit sparkles just the same.

After his speeches the ladies usually inquire about his family, and how his children are getting along, not realizing that Job is counted one of the handsomest bachelors and best catches in New York. One of the distinctions given him in "Who's Who" is that he is unmarried, which proves that he intends to remain a permanent bachelor and not a theory.

He was born in Elizabeth, New Jersey, but that is nothing against Elizabeth. He is a Presbyterian, and holds fast to the moorings of sound doctrines and high ideals. He was candidate for governor on the Republican ticket in New York in one of the off years, but he made a splendid fight. His public career was begun as secretary to Mayor Strong. Altho a close reasoner and hard thinker, he is a believer that government, after all, is represented in the heart emotions of the people, and that the law with which he deals every day is a result rather than a cause. In all his public activities he has been, and is, a popular favorite, because he always remains Job Hedges, an individual.

ONE of the most important questions for discharged soldiers and sailors will relate to their exact status as regards the continuation of war risk insurance. That this has been fully recognized by the government is indicated by the announcement of the creation of the Conservation Section of the Division of Military and Naval Insurance of the Bureau of War Risk Insurance. The duty of this section will be to advise soldiers and sailors carrying government insurance of their rights and privileges with respect to continuing their insurance in force after their discharge from the army and navy, and to promote the widest possible dissemination of information for this purpose. Mr. Winslow Russell, a prominent life insurance executive, who has been director of the War Service Exchange in the personnel section of the War Department since the war began, has been placed in charge of the Conservation Section as assistant director of the Bureau of War Risk Insurance.

* * * *

THE First Corps Cadets of Massachusetts is a military organization justifiably proud of an honorable record reading back to the year 1741. Several new and extremely readable pages have been added to that record by Captain Carroll Swan in his book "My Company," recently issued by Houghton, Mifflin Company, Boston. This history of the exploits and experiences of D Company, 101st U. S. Engineers, at the front in France during 1917-18, is the first account by an American officer of the Allied drive for victory. When war became imminent and the need for an Engineer regiment in the New England Division was apparent, the veterans of the old First Corps quit business, gave liberally of their time



Photo by Marceau

CAPTAIN CARROLL SWAN

The first American officer to write an account of the Allied victory drive

and money, and with a whirlwind recruiting campaign changed from a battalion of three hundred Infantry to a regiment of seventeen hundred Engineers under the leadership of Colonel George W. Bunnell of Worcester. As the oldest outfit in the service—October 19, 1917, the day they set foot on French soil, being the hundred and seventy-sixth anniversary of the founding of their organization in Boston—D Company, with Captain Swan as company commander, quite naturally felt it incumbent upon them to worthily perpetuate the honorable traditions of their formation. Among the first sixty thousand

troops of the A. E. F. to sail for France, the glorious record of pluck and efficiency of the 101st Engineers at the front is now familiar history. It is particularly with the part that D Company played in the tremendous drama that Captain Swan's delightful book most intimately and personally informs the reader. Bostonians especially will peruse the engrossing narrative with a peculiarly personal pride and interest.

* * * *

EVERY stenographer who has an ambition to become an expert naturally watches the work of the reporters of the House of Representatives and the Senate. There are no very rapid speakers in the House, but it is counted a supreme test, and even among these days of supreme tests Billy Sunday's prayer in the House of Representatives was noted as fast work in talking, as well as fast work in reporting.



HOWARD H. HOLT
Former "live-wire" reporter—now well-known Southern editor

Some years ago Mr. Howard H. Holt, now the staid and sedate editor of the *Grafton Sentinel*, Grafton, West Virginia, had the distinction of reporting one of Billy Sunday's sermons, complete and concrete, and the record he made in a little barn-like opera house, with poor acoustics, where he followed for an hour and fifteen minutes the physical antics of the speaker, was a thrilling experience for the young reporter, for those were the days when Billy Sunday used more platform space than he does now. To secure notes enough in one hour to keep the typewriter working two or three days shows the concentration of language contained in the Graham-Pitman hieroglyphics, but the high-speed limit was reached when young Holt hit the high places that were measured out at a rate up to three hundred words to the minute, without cessation, for periods of fifteen minutes. An even more severe test was put by Hon. John T. McGraw, a brilliant lawyer and Democratic National Committeeman for West Virginia, when testifying in a law-suit against himself. On that day McGraw spoke unceasingly, for possibly six hours, in a flow of words that could only be likened to the steady pouring of water from a hydrant. And, strange to say, the language came out coherent and perfect in its phraseology and construction. In spite of all other devices, the use of shorthand ever since the days of Charles Dickens has been found to be indispensable on certain occasions, despite the recent mechanical inventions. There is something in the contact of mind and sound that requires human touch to give an accurate reproduction in intelligible form.

A GLORIOUS page in the history of American business will be related to the war. The highly-trained executive genius of the country has given itself unreservedly to the great work of not only raising funds, but of bringing people to a realization of their individual responsibilities. It may be because it was my home bank, but I have long felt there was



DANIEL G. WING
President of the First National Bank, Boston

no similar institution in the country more patriotic than the First National Bank of Boston.

It thrilled me to hear this same opinion expressed by one of the high officials of the Red Cross when I was in Europe. In speaking of my home town, he remarked, "You have a real patriotic bank in Boston. The work done by Mr. Trafford, vice-president of the First National Bank, in the 1917 Christmas Red Cross Drive stands out as pre-eminent patriotism."

Mr. Trafford, for the time being, left his desk, opened headquarters elsewhere, and threw himself vigorously into the work, while at the same time the employees of the institution, with hearty good will, toiled nights and Sundays to take care of the more than sixty thousand accounts handled during the drive.

A unique auxiliary organization of the First National Bank is the Firnaban Society, composed of women employees, who furnished a kit to each one of the hundred soldiers enlisting from the institution.

When the Red Cross drive was over, the bank was again represented by Mr. Charles F. Weed, another vice-president, in furthering the Y. M. C. A. campaign. The results in both instances were epoch-making.

In all this work, Mr. Daniel G. Wing, president, together with the directors, gave personal and hearty support. They also enlisted the sympathies of thousands of the patrons of the bank who enthusiastically assumed their responsibilities in the one purpose of winning the war.

* * * * *

NO doubt you have seen them, those circular brass caps two to four inches in diameter, each marked with the name and insignia of the particular service to which it belongs, and firmly attached to a granite boulder or mounted on the top

of a metal bar or tube, scattered along the roadside wherever Uncle Sam's scientific or land-surveying experts have worked. To the initiated they convey all sorts of valuable information, from the precise levels and scientifically accurate geographic locations of the Coast and Geodetic Survey, the elevation and contour lines of the Geological Survey, to the land corners and boundaries of the Public Land Survey, which guide the homesteader in determining the particular section, township, and range of his new home upon Uncle Sam's dominions.

We have had all of this information and markings for years, but until the adoption of the present metal monuments



HON. FRANK W. MONDELL
Originator of Uncle Sam's system of permanent
survey markers

the obscure markings on casual stones erased or the stone displaced. He had found the elevations and contour lines of the Geological Survey plain and definite enough on the topographic sheets of the service, but unmarked and impossible of location on the ground when, in irrigation or mining development, he sought them for practical purposes.

Mr. Mondell gives the credit for his inauguration of the plan of permanent markings to Elwood Mead, then state engineer of Wyoming, now irrigation expert of world-wide reputation. Desirous of making it possible to fully utilize surveying data thru permanent monuments on the ground, the new Congressman-elect consulted Mead with regard to a permanent system of survey markings, and out of the consultation came Mr. Mondell's suggestion to "Uncle Joe" Cannon, then chairman of the Committee on Appropriations of the House of Representatives, of an amendment to the Appropriation bill providing for metal contour and elevation markers for the Geological Survey. The idea appealed to Uncle "Joe" at once, but not to the service. They argued against the expense and covertly suggested that the proposed change might be interpreted as a reflection on past methods. But in spite of misgivings and opposition, the plan was finally tried out, and with such satisfactory results for all concerned that it soon became a permanent policy.

For a time the general land officer demurred and argued the trouble and expense of the new plan, but when Mr. Mondell became assistant commissioner of the General Land Office, in the two-year interval between his first and second term, metal monuments became a fixed feature of the public land service.

Reforms often move slowly, particularly in government methods, but gradually the Coast and Geodetic Survey and other branches of the government surveying service adopted the new bench and station marks, and they have become universal wherever Uncle Sam's engineers extend their surveys. The brass-capped stone or metal monuments with the name and insignia of the various services now decorate many of the highways, the byways and land lines of the United States. You will find them on the Canal Zone, in the far-off Philippine Islands, in Hawaii, in Alaska, and all along the wide extended coasts, and over the boundless areas of the newly-surveyed lands of the inter-mountain and the Pacific West.

If you find one of these capped stones and are not expert enough to understand just what it means, and the exact information it is intended to convey, drop a letter to the headquarters in Washington of the service whose name it bears, describing its distinguishing designations and markings, and by return mail you will be notified exactly where it is on the earth's surface, its exact elevation above sea level, or the tract of land it bounds, depending on the office and purpose of that particular monument or marker. There is no doubt the idea would have eventually developed, but that it did develop, and when it did, is due in a great measure to the fact that the Wyoming Congressman suggested it to the chairman of the Committee on Appropriations way back in 1895.

* * *

TO co-ordinate activities on the part of the states of the Union for the national defense, a movement was brought to a clear and workable focus by a conference of states held in Washington at the call and under the auspices of the Council of National Defense. This movement has reached a high point of organization under a special section.

A railroad committee was organized and sent to Russia, and reserve engineer regiments were enlisted to aid in rehabilitating the railroads of France.

The War Industries Board was created to assume the duties formerly discharged by the General Munitions Board and to act in addition as a clearing house for the war industry needs of the Government. Vital war matters having to do with raw materials, finished products, and priority, are handled by this board, a commission of which is authorized to arrange purchases

in accordance with general policies formulated and approved. The board made arrangements with the copper and steel producers to fix the price for their commodities, announcement thereof having been made by the President.

With the co-operation of merchants, manufacturers, and consumers at all points the Commercial Economy Board of the Council has carried on successful campaigns for conserving



Copyright, Harris & Ewing
JULIUS ROSENWALD
Member of the Advisory Board of the Council
of National Defense



A. W. SHAW
Chairman of the Commercial Economy Board of the
Council of National Defense

wheat, wool, and other commodities in which there have been shortages; also, reducing the amount of labor employed on non-essential services in trade.

At the request of the Council the President created a labor commission to aid in the adjustment of social and labor disturbances thruout the country, particularly in the western



Copyright, Harris & Ewing

W. S. GIFFORD
Director of the Council of National Defense

states. The Woman's Committee, another creation of the Council, enlisted the woman power of America for the prosecution of the war.

Thru the Secretary of War, its chairman, the Council announced a policy to the effect that all effort should be centered to help win the war, this pronouncement having been made in response to queries as to the attitude which should be taken relative to improvements, public and otherwise, involving large construction work.

In little more than thirty days, thru the Automotive Products Section of the Council and the Society of Automotive Engineers, in co-operation with the Quartermaster's Department of the Army, the standardized United States heavy-duty war truck was materialized.

The vast industrial forces of the country were mobilized for war; the act of Congress creating the Council having made it mandatory upon the latter to bring about "the creation of relations which will render possible, in time of need, immediate concentration and utilization of the resources of the nation."

It would be difficult to place on paper an adequate statement of the work of an organization like the Council of Defense, because so much of its most valuable and important work is accomplished thru its function of adjustment. It is easy to point to the definite concrete results obtained by the Aircraft Production Board, for example, at certain stages of its program for expediting the construction of the Government's great air fleet; or to cite the saving effected by the Committee on Supplies in securing from a group of manufacturers a price on Government clothing below that paid by the private wholesaler. Such accomplishments are clearly understood. It is quite another matter, however, to concretely present the personal equation; the accomplishment of a conference, for instance, which may result in smoothing out serious kinks in the war machinery, affecting, possibly, the entire governmental and industrial system alike. Much of the work of the Council and the Advisory Commission has necessarily been of the latter character, and its full value can be known only to those immediately in touch with it.

* * * *

BUSINESS slogans sometimes outlive the products. Years ago one phrase impressed itself upon my mind: "Morgan & Wright Tires are Good Tires." Recently I chanced to meet Edward Fraser, the man who originated this slogan. It was first used, he said, as a little blue sticker pasted on the bottom

of letters, and later grew into an advertising slogan, headlining posters that heralded the fame of "Morgan & Wright Tires."

A tour was made in a special car to all parts of the country to demonstrate "Morgan & Wright Quick Repair Tires" as good tires. It cost \$82,000, but the story of the development of Morgan & Wright Tires, now controlled by the United States Tire Company, is an interesting phase of the tireless energy and capital used in establishing a name. Pneumatic tire recognition began with the bicycle. There was a bicycle shop in every nook and corner of the United States, and bicycles were widely exploited. There are almost as many bicycles sold now as then, but the business has been carried on of late years solely by the sales momentum created in the early days. The automobile fell heir to the bicycle boom.

Mr. Morgan, and his father-in-law, Mr. Wright, made good tires—and said so. They began business in a modest way.



Copyright, Harris & Ewing

GROSVENOR B. CLARKSON
Secretary of the Council of National Defense and of its Advisory Commission

but it grew with bicyclic speed, and Mr. Wright, a painter of merit, won his real renown as a tire maker, again illustrating the close kinship of invention with the artistic bent.

Many of the prominent automobile men of today were bicycle dealers, and the quick fortunes made and spent in bicycles have been duplicated in the marvelous expansion of automobile manufacture. The late George Houk made and lost successive fortunes, in perfecting wire wheels. John N. Willys, erstwhile bicycle merchant, is a colossal figure in the motor world.

* * * *

MAJOR George L. Dillman of the personnel division of the Engineering Corps of the United States Army, is a type of the hardy, well-trained, well-seasoned engineering stock that came into the army to help win the war.

Major Dillman is an earnest advocate of the principle of "responsibility and authority," that one without the other is the misfitting dilemma of human existence, and that the harmony of life can only come thru the complete co-ordination of these two things wherever action may be sought or actively found. "This principle is a wonderful rule of conduct," said

the Major as his keen gray eyes shot his sincerity from underneath his shaggy eyebrows.

"When the question comes up 'To do or not to do' anything, if it is examined in the light of this principle, the finding will be absolutely right. If the responsibility is ours, tend to it. If it is not ours, let it alone. Don't 'butt in.' Don't shirk. And especially don't let anyone else butt into your business."

The gospel is simple enough surely, and it is fundamental. With engineers running pretty nearly everything that marks the world's advancement today, perhaps it is to the engineering department we must go for a clear chart on morals and ethics. They have a way of getting at the very foundation of things, and Major Dillman has laid a good substantial crossbeam.

* * * *

MY respect for a Representative to Congress was never more heightened than when I met Major Fiorello H. La Guardia, member of Congress from the fourteenth New York district, in Italy. He was there at a time when it counted, and while absent from his work in Congress, he was re-nominated by the Republicans and indorsed by the Democrats in his district, and altho five thousand miles away during the recent campaign, was elected by a tremendous majority.

The unusual compliment paid to this young man who had not yet finished his first term in Congress was a fitting appreciation of real patriotism. When I saw him in Rome he was speaking

in the language of his fathers, and did much to hold the situation in Italy during those perilous times. He is a major in the American aviation service, and when war was declared he refused to stand on exemption rights, but volunteered for the most dangerous arm of the service.

His district has had the benefit of his work, and the example of a fighter and patriot. I have heard him address the people in the streets and in the historic Coliseum in Rome, and when he speaks Italian he has all the peculiarities of Italian gesticulation, which are entirely different from the gestures he uses for any speech in English—a physical as well as mental attitude. He remained in Italy during the period of the war and did much service in bringing American troops to that country to encourage the Italians, thereby helping to strengthen the bond of affection between Italians in Italy and the American people. The returned Italian was the leaven in the loaf, together with the work of the Red Cross, and did much to save Italy from being another Russia, and the name of La Guardia is honored in the country of his forebears, for he was born on American soil. He served during the war with all the enthusiasm and ardent patriotism of an American of Italian descent. He insisted even there on no longer using the term Italian-American, but making it straight out American if you were born in America, and Italian if you are Italian born, but without compromising in any way the bond of affection existing between the two nations.

An Appreciation of William Hilton Jarboe

By HUGH PENDEXTER

WILLIAM HILTON JARBOE, while serving in the medical department of the United States Army, died of influenza at Washington, D. C., aged twenty-five years.

He was educated for a literary career, and when scarcely beyond the threshold of young manhood, the scholarly precociousness of his work gave rich promise of the high place awaiting his continued efforts. He was a valued contributor to the NATIONAL MAGAZINE. From the first his offerings evidenced his perspicacity and stamped him as a thinker. His appearance in print was watched for, because he brought gifts. Lacking the beginner's usual immaturity of thought, his work stood out something quaint and original, and always breathed the aroma of his gracious personality.

Those who were privileged to know him were early impressed by the clarity of his vision. The keynote of his character was his worship of Truth and his desire to serve. Truth and Service were the two hinges on which his life swung. As a student he analyzed life's problems down to one common denominator—Truth. Abhorring war, he became militant to aid in eliminating militarism. His mind was richly stored with the best of literature, art, and music, and he enlisted as a private in the United States Army because his clean soul perceived but one destiny for man—the ultimate world-sway of goodness. Because life to him was something more than a biological fact he abandoned his cultural pursuits to aid the advancement of permanent things. What some men call success was to him as transient as a round of the clock. He knew the perishable nature of the material and instantly recognized the reality of the orphan's cry.

To him the war was a personal service, a privilege more than a duty, an opportunity to walk with Truth, while it destroyed the befogging notions that temporal power and ephemeral loot can encompass the Things that Should Be. The horizon of a fair tomorrow for all mankind was his goal; and with cheery optimism, born of his knowledge that only Truth is eternal, he pressed on thru the door.

The world is better for his having lived; he died a hundred per cent man. Born to no great place, nor power, he asserted himself as being arraigned against the bigotry of rituals and the



general acceptance of errors for Truth. His life is of infinitely more value to humanity than the existence of many kaisers. Altho a young man, he was a great man because he possessed the pure gift of discerning the permanent. For this reason we pause to pay him tribute.

Rounding Up the German Spies



FTER a trip along the front and thru the Allied countries in war times, I returned impressed with the fact that the United States is today one of the largest nationalized unities in history. England and France have been honeycombed with German propaganda and spies. The Defeatist movement in France has matched the insidious people movement in England, which is counted a menace as formidable as Hun guns. The work of German propaganda and spies did more to prolong the war than the German guns.

This came to my mind when I recalled that several months before war was declared by the United States, I met my friend, Mr. A. M. Briggs, who had served in the Spanish-American war. He was too old to volunteer as he had in 1898, but his eyes were ablaze with patriotic fervor. He said, "We must do something to check the insidious German propaganda. This country is honeycombed with spycraft."

With the same spirit of a volunteer of '98, Mr. Briggs then and there started a movement that has had much to do with protecting our country from the work of German spies and propaganda that was so greatly feared before war was declared. His plan was a simple one. He insisted that the American people could volunteer to protect themselves against foes on the inside as well as the outside. He went to Washington and laid the matter before the Department of Justice. It was a plan so well conceived and necessary that it at once enlisted their support. It provided every city, hamlet and town district with business men as members of the American Protective League, who were to know who was who and what was what, and check the growth of a cankerous spy system.

At the outbreak of the war there were a million and a half men and youths who were pronounced enemy aliens, not all of them hostile, but all dangerous. There were even captains and field marshals of German intrigue going about the country in one guise or another misleading people as to the main purpose of the war. Germany had counted upon an internal revolution and opposition in the United States, as had worked out so successfully in Russia. They even had visions of a reign of conflagration and civil strife. This was the problem to be met, and Attorney-General Gregory immediately recognized the value of this proposed volunteer organization.

The American Protective League was born just prior to the declaration of war and Mr. A. M. Briggs was made chairman of the National Board of Directors. He secured authority to establish it as a volunteer auxiliary of the Department of Justice on March 22d, 1917, and in a month there were over a thousand members. He had with him Captain Charles Daniel Frey and Mr. Victor Elting, and in the Chicago District alone nearly

three hundred cities and towns were organized. When war was declared, the only secret service the United States had was five small organizations. The Department of Justice had its Bureau of Investigation, charged with the discovery of offenses against the federal statutes. The Treasury Department maintained a secret service with two definite functions: to protect the President's life and person and to prevent counterfeiting.

The Army and Navy had each a few officers detailed to its intelligence service. And the State Department possessed a small intelligence section, but with these small forces it was impossible to cover the country quickly and thoroly, however, to counteract the insidious work of more than a million and a half enemy aliens.

There is a fascination about detective work that is inherently American, not as a profession, but as an avocation. Detective stories are always popular, and in a short time staid and steady business men who knew things found themselves keenly interested and alert, watching for every move of the enemy alien. The American Protective League is a volunteer body of two hundred and fifty thousand Americans, operating under direction of the Bureau of Investigation, Department of Justice. It represents every commercial industry, professional, social and economic activity in the country. Under Mr. Briggs, bank presidents and bell hops, judges and janitors, managers and mechanics, all heartily entered the service, and a magic net was woven over a part of the country covering over half the

A. M. BRIGGS
Founder of the American Protective League and chairman of the Board of
National Directors at Washington



population of the United States, where the League has active organizations, driving directly at sedition or plain slacking.

The functions of the League are to make reports of all activities or evasion of war code and to make investigation of all matters of similar nature referred to by the Department of Justice. There is a close personal touch between the local agent of the Department and volunteer workers, and everywhere there are flying squadrons commissioned and assigned to respective units. It is an absorbing and fascinating game, for the ardor and enthusiasm of the investigations tax even the activities of the men enlisted. Lying reports about the Red Cross, Y. M. C. A., Knights of Columbus, and all phases of German propaganda are run down, and every person who utters a disloyal sentiment is shadowed. The reports are made up with the idea of not making it in the form of persecutions, but making every report go to the Department of Justice before any action is taken. In the meantime, things are being watched.

Many of the business men give a part of their time every day. There is no wait or delay for red tape or expense accounts. At their own expense they provide ways and means to follow to the last conclusion any suspicious circumstance.

Every little curl of suspicious smoke is followed until the fire or smouldering embers are discovered. The League's rule in assigning cases is to choose as investigator the man whose social, professional, or business connections are such that he can "clean up" with the least effort and in the shortest space of time. The main idea is to get the work done and done quickly. The League chooses a man whose associations are such that

business activities. Cases were traced to South America and back. An Austrian officer in reserve who had sailed for the United States with a false Swedish passport in 1915 had become naturalized and was finally apprehended when he applied for a passport to go to South America. He had been in close touch with many different business activities, but when the character of his work was discovered, he was just quietly interned to be deported at the end of the war. A chance remark in a railroad train, the apprehension of spies masquerading in uniforms—the League's files are just bulging with reports of black themes permeated with treason. Subtle influences were brought to bear on pre-exemption boards; sickening instances of "quacks" who have ruined strong, but cowardly, bodies for blood money; tales of extortion by shyster lawyers for filling out questionnaires, and other tales of money paid by enemy aliens to disreputable "fixers" for pretended protection against the draft. The master file at Washington is a thrilling revelation of intrigue uncovered by this Bureau, covering a hundred different



CAPTAIN CHARLES DANIEL FREY

First chief of Chicago division of the American Protective League; now a national director at Washington

he can get information much quicker than even a trained detective, from the very fact that the suspected ones do not know to whom they are taken, and reveal many startling situations. The whole idea has been to work quickly and to stop incipient plots that had been made for destroying factories and waterworks and in every way imperilling the life of people at home. Almost at every street corner there is a lookout for sedition, and every guest at hotels is known, and those followed who leave hotels on suburban trains and then take longer jumps. Telephones and telegraphs are busy, and there is one man, himself not wealthy, whom I know and would like to mention by name, who has spent over \$50,000 in this work.

Thousands of investigations have been conducted by the League without cost to the government, the work having been financed by assessments on the local divisions and by private subscriptions, while the national directors have patriotically paid their expenses out of their own pockets.

This is why America is a nationalized unity. It is because the nation has spent millions in preparation. There are few individuals of patriotic impulse who have not directly, out of their own pocket, spent money and time that could not be purchased for billions, but who paraphrased the wonderful phrase of Decatur on Algiers, "billions for defense, but not one cent for tribute," for the piracy propaganda of the Hun.

When the war is over the details of the work of the American propaganda will make a war-time Sherlock Holmes story and will furnish many a plot for novels and plays that will entertain generations of the future. It was impossible for any to escape thru the mesh that was woven together of all



VICTOR ELTING

Prominent Chicago lawyer and first assistant chief of the American Protective League, Chicago division; now a national director at Washington

subjects from enemy aliens, "first-paper" aliens, I. W. W. agitators, false exemption claims, to sale of liquor to soldiers and sailors, to say nothing of Liberty Bond and Red Cross slackers.

There is the story of the sailor who stopped propaganda begun on the yacht of a wealthy German, who is out on bail now, and who had even served the League as "stalking horse" for other citizens and aliens of doubtful loyalty. The work the League has taken on its shoulders has been most important in conserving war activities. Every claim for exemption and failure to appear before the boards is checked up.

In each local office the chief is supreme. He investigates his own men and directs their work. As the Attorney-General has

stated in his annual report, "The League has proved to be invaluable and constitutes a most important auxiliary and reserve force for the Bureau of Investigation. This organization has been of the greatest possible aid in thousands of cases. Its work has been performed in a thoroly commendable manner, with a minimum of friction and complaint and with motives of the highest patriotism. It is a self-supporting organization, and it would be difficult to exaggerate the value of its service to the United States Department of Justice."

* * * *

"Fighting Germany's spies" is a phase of the war that reveals most gloriously the nationalized unity and latent readiness of every American to respond to the call of duty and give up all he can unselfishly to his country in the hour of need. It is natural that I should be enthusiastic over my friend Briggs, but I feel that even if he were in military circles, as his heart desires, as major-general, he could not direct movements of more vital consequence as a determining factor in the war than the work he has done in conceiving an organization ready to direct the American Protective League.

As an indication of the intensive labors of those responsible for the activities of the League, its general superintendent, during the first nine months of the organization work, traveled over one hundred thousand miles and averaged five nights a week in sleeping cars, attempting to visit a different town every day for the purpose of putting "pep" into the local divisions and overseeing their work. The officers responsible for the executive work at Washington have been "on the job" since the first of December, 1917, for an average of fourteen hours per day. Such unstinted, ungrudging labor, freely given in service of the nation, with no thought of pecuniary reward or personal glory, evinces the high type of patriotism fostered by a true democracy. Any nation that can boast of such unselfish examples of devotion to public welfare can fearlessly snap its fingers in the face of the strongest autocracy on earth.

Outside of the League members of two hundred and fifty thousand, there are as many more actively associated in the work, making altogether half a million trained men with keen eyes accustomed to alert observations and deducting with the trained instinct of American initiative—a veritable collar which has strangled the German spy system. Telephone calls, telegrams, and letters, postmarks, and dates are important clues, and the keen business instinct that has taught one to associate the use of these rapid-fire methods of communication have demonstrated that there is little likelihood of escape.

The League is the parent organization to which all the branches are responsible. The Board of Directors is located

in Washington and they work in co-operation with the Bureau of Investigation for the Department of Justice, and they thru all the other agencies of the Government. In each unit the chief of the branch is supreme. He is responsible and investigates his own men and invites them to join and enlists them with an eye to personal direction. All the trades, professions, industries, hotels and office buildings are classified, and uniform blanks or reports and records, much in the form of questionnaires, are supplied—as far as possible the same methods of procedure for making investigations are adopted in local organizations. The chief selects the type of man best suited for work, taking into consideration his opportunity for speedily getting at the facts, and in all the history of the nation there never has been a time when the American people knew itself and each other better, not only in a general, collective, but individual way; for the time has come when every citizen must give an accounting of himself and of what he is doing, as the soldier boys overseas did when they responded to the roll call in the glare of the cannon and the flare of barrage and in the tense moments of trench life. The whole mind, heart, and soul of the American people has been set upon winning the war, and it is gratifying to know that the inner lines have been so thoroly and effectively organizing thru the unparalleled work of the American Protective League.

* * * *

The dissolution of the League, with its membership of two hundred and fifty thousand, and branch organizations in nearly every city and town in the country, effective February 1, was announced late in December by the League's Directors. The decision to break up the organization was reached after conference with the Department of Justice officials.

Attorney-General Gregory, in a letter written shortly after the armistice was signed, asked that the organization which he said "has performed a great task," continue its activities during the period of readjustment.

With the coming of peace the statement of the Directors declare there "is no place for organized citizen espionage." Men who devoted much time and effort to the purposes of the League now desire to take their place in the constructive work of peace. The return of peace would soon render the problem of finance acute, the Directors believe, and many local organizations would be forced to suspend.

Altho the League will disband, the Directors' statement expresses a belief that "the service of the League will not end, but that it will remain a potent force" thru the training received by its members during the war.

MOUNT TACOMA (Washington)

By EDNA DEAN PROCTOR

I AM Tacoma, Monarch of the Coast!
Uncounted ages heaped my shining snows;
The sun by day, by night the starry host,
Crown me with splendor; every breeze that blows
Wafts incense to my altars; never wanes
The glory my adoring children boast,
For one with sun and sea Tacoma reigns!

Tacoma—the Great Snow Peak—mighty name
My dusky tribes revered when time was young!
Their god was I in avalanche and flame—
In grove and mead and songs my rivers sung
As blithe they ran to make the valleys fair—
Their Shrine of Peace where no avenger came
To vex Tacoma, lord of earth and air.

Enraptured from my valleys to my snows,
I charm my glow to crimson—soothe to gray;
And when the encircling shadow deeper grows,
Poise, a lone cloud, beside the starry way;
Then, while my realm is hushed from steep to shore,
I yield my grandeur to divine repose,
And know Tacoma reigns forevermore!

Ah! when at morn above the mists I tower
And see my cities gleam by slope and strand,
What joy have I in this transcendent dower—
The strength and beauty of my sea-girt land
That holds the future royally in fee!
And lest some danger, undescribed, should lower,
From my far height I watch o'er wave and lea.

And cloudless eves when calm in heaven I rest,
All rose-bloom with a glow of paradise,
And thru my firs the balm-wind of the west,
Blown over ocean islands, softly sighs,
While placid lakes my radiant image frame—
And know my worshipers, in loving quest,
Will mark my brow and fond lips breathe my name:

People it Pays to Know

Maurice Switzer—Humorist and Man-Builder

By ROSS WILLARD

ALL of us have a sense of humor, or think we have, but to possess this sense to a degree that enables the possessor to use his gift for the benefit, the upbuilding of others, is rare indeed. I sat in an office recently with a man who is so endowed. Thru his humorous writings he has made men laugh, has changed their outlook from the pessimistic to the realistic, with a decided leaning toward optimism. Thru his satires he has driven home valuable truths which have boosted many a man in his climb to recognition and success. Maurice Switzer was the man.

Vocationally, manager of purchases for the Kelly Springfield Tire Company; avocationally a writer for pleasure, Switzer does not mean pleasure such as you and I interpret the word, but pleasure because he knows his writings are helping others.

Slightly below medium height, Switzer appears ten years younger than he really is. He says his sense of humor keeps him young. I do not believe it. Humor generally carves cynical lines about the mouth, quizzical crow's-feet at the eye corners. Switzer is young because he lives out of himself. In other words, his pleasure in whatever he does, whether for the corporation of which he is a very essential part, or with his pen, is to serve others.

Most of us have a philosophy of a sort; Switzer's is real. It is: "Let no day pass without helping someone to help himself."

This is why Switzer delights in pointing out to a young fellow the right way to succeed in business—not spectacular success, but rather success in a position where a man may be satisfied with himself and take joy in his work.

"The popular idea of success," said this philosophical humorist, "is not really success. A man is not successful if he is not happy. Success means usefulness. A man who makes himself useful is content and happy. He knows he is making good, and he is a success, tho he be the only one who knows it. A man in the public eye, getting lots of undeserved publicity, appearing to the unobservant to be successful, is really a failure, and will ultimately fail. Why? Because his standards are false. His is the type which falls hardest; he has farther to fall—the whole world knows about him."

Officially, Switzer has nothing to do with the employment department of his organization, but he is constantly being asked to recommend a man for some particular position—positions which range from porter to executive. He is asked to pick out men to build up his organization because his mind is a veritable card catalog containing men's qualifications. Mr. Switzer has helped many people to success because he is a judge of character and seldom makes a mistake.

"If I should err in my opinion as to where a man belongs," Mr. Switzer commented, "it would do him no harm. If he fits in somewhere else, no force on earth can keep him in the wrong place. Therefore, I feel no compunction in advising men to stick where I think they belong. The most tragic figure in

life is a misfit. Men are misfits because there is too much false philosophy printed. Men who try to be someone else forget to be themselves—and fail."

Mr. Switzer's whole idea is that a man should develop along the lines for which he is best fitted. For example: His chauffeur was going to quit—thought his position menial—that he had higher capabilities. Switzer thought differently, advised the young man to "stay put," to develop along lines of his mechanical bent, to save his money and get into some branch of the automobile business for himself. The chauffeur followed the advice given him. "If he hadn't," Switzer observed whimsically, "I would have lost a good chauffeur, and somebody else would have acquired a bad clerk."

It is this humorist's doctrine that it is more credit to be a good chauffeur than an indifferent bookkeeper. He does not believe in "class" jobs. To him, class, real class, is doing the best you can *where you fit*. Experience has proven that there are more "white collar" bums than real dyed-in-the-wool hoboes, and by "white collar" bums I mean the young fellow whose capabilities fit him for only a minor office position, with the result that his entire salary goes to the Chinese laundryman. And, speaking of laundrymen, recalls to mind why Switzer is a writer for pleasure rather than profit.

In New Orleans, the embryo humorist was going to school. To a neighboring laundryman all writers were class, and he asked Switzer

to write a little circular about the laundry. Switzer did so and received the munificent remuneration of twenty-five cents. In consideration, however, that he distribute the circulars which the Chinaman had printed, he was given an additional half dollar. "Thus,"—and he smiled when he said it—"I received my first lesson that the commercial aspect of the writing game pays higher than the producing stunt."

Maurice Switzer has written four books—labors of love, all of them—and one was written with no idea of being published except as gifts for friends and for those whom he desired to serve. There is nothing soft-hearted about this man, or his pen, where another's welfare is concerned. His humor stings when stinging will correct an evil, is satirical when satire is the best medium for aiding someone, and cajoles when cajolery will serve.

Some publishers, however, who saw copies of Mr. Switzer's book, "Satire and Song," which he had printed for private circulation, persuaded him to allow them to be put on the market, pointing out that in this way he could do the greatest good for the greatest number. The astuteness of the publishers, who, of course, had an eye to the business side of the transaction, is proven by the fact that something like seventy-five thousand of Mr. Switzer's books have been printed and sold. "Letters of a Self-made Failure," Mr. Switzer's first volume, is, perhaps, the greatest thing he has ever written. It first appeared as a serial in *Leslie's*, and later was brought out in



MAURICE SWITZER

book form. In it he gets over the fact that nearly all failures a man encounters are due to the failure's own lack of foresight and judgment, excepting, of course, the small percentage who meet with misfortunes over which they have no control. He shows, and tries to make others see, that tho a man may not succeed according to his personal standard of success, he is not a failure if he has done his best.

The strongest point he brings out is that the greatest failure, the most unfortunate man, is the one who, thru lack of foresight, is miscast in the play of life. "I would have sold more of this book," Switzer stated thoughtfully, "if I had chosen some other title. A lady purchased a copy of the 'Letters' to be sent to a nephew who needed bucking up. The next day the book, with uncut leaves, was returned to her with a letter in which the young man stated that he considered the sending of the book with such a title to him as an insult, and he wouldn't read it. I have no doubt that the book would have been of benefit to him, and I hope that even the fact that his aunt thought it necessary to send him this purposeful gift may have stung him into activity."

From the foregoing, one would believe that Maurice Switzer is more philosopher than humorist, but it is his philosophy that makes him a humorist.

In his second book, "Satire and Song," he writes in lighter

THOR'S HAMMER CAST

(From "Gems (?) of German Thought." An Anthology of the German War Scriptures. Compiled by William Archer.)

Thor stood at the midnight end of the world,
His battle-mace flew from his hand;
"So far as my clangorous hammer I've hurled
Mine are the sea and the land!"
And onward hurtled the mighty sledge
O'er the wide, wide earth, to fall
At last on the Southland's furthest edge
In token that *his* was all.
Since then 'tis the joyous German right
With the hammer, lands to win.
We mean to inherit world-wide might
As the Hammer-God's kith and kin.

—Felix Dahn.

Yea, he swung his mace in a circle wide,
And it flew from his brawny fist,
And fell where the souls of the vandals ride,
Storm-tossed in a crimson mist.
Aye, it rested not on the Southland's edge,
Where ye say the hammer fell,
For it slid from there with a broken pledge,
To the fathomless pits of hell.
So now, 'tis the German's joyous right,
As the Hammer-God's kith and kin,
To follow his mace in its hurtling flight
To the home of the Kaiser's twin.
For nothing shall stay ye now, O fools,
Who have reddened your neighbor's sod,
Till ye rest in hell's putrescent pools
With the mace of your pagan god!

vein, but no less strikingly. Every verse in the book strikes straight to the point with a skill that leaves a vivid impression upon the mind of the reader—an impression that cannot fail to be helpful. His keen wit and analytical mind point a moral impossible to mistake because he has so well mastered the art of satire. While a large number of the poems are light, the book will live because of the undercurrent of seriousness which pervades and the constructive way in which shams are portrayed.

No work he has ever produced displays so well the versatility of the writer. From the whimsical "Mother Goose Rhymes of Broadway" to the prophetic "Thor's Hammer Cast," the book is a compendium of a wide range of thought. This latter poem is Mr. Switzer's favorite. I can explain his preference by the fact that it is a prophecy that was fulfilled in the recent war, but more particularly because of the breadth of vision and depth of understanding it contains. This poem alone would have made the writer famous, had he written nothing else.

Contrast the depths of "Thor's Hammer Cast," as well as the poem, "Suspicion," with the delightful and satirical whimsicality of his "Mother Goose" couplets, and some idea of the writer's vision and breadth may be gathered.

Maurice Switzer's latest book is "Cashing In On What You've Got." Between its covers is collected a number of the things of which the world is so full. His pithy epigrams carry a point ever and a laugh often. Old adages are paraphrased and brought up-to-date by his quick pen—such familiars in fresh garb, as "A fool and his opinions are soon parted,"

"A rolling stone gathers no moss, but it gets to be a pretty smooth article," and others equally pertinent. As an argument against iconoclasm, his "To build even a hut requires skill; a fool with a stick of dynamite can destroy a palace," convinces by its subtlety.

The book opens with a short story, its gist and purpose being aptly expressed by the title aforementioned. Then follows on "Some Observations Taken Thru Life's Periscope," a variety of philosophic dissertations written in tabloid essay

SUSPICION

I am the real iconoclast;
I shatter hope and joy;
I am the sincere pessimist,
With passion to destroy,
I mingle with the middle class,
And with the smarter set;
I am the blighting fog of doubt,
I am the blanket wet!

I am the sable cloak of gloom;
I seldom crack a smile.
I see no joy in living.
I am the god of bile.
Whene'er the failure takes a flop,
I ease misfortune's blow
By swelling up and saying, "Why,
Of course, I told you so."

I am the true obstructionist;
I am the evil eye;
I am the cheerful mourner
With the ever-ready sigh.
I am the man with free advice,
Who steers you off your trail;
Suspicion is my family name—
I'm also known as Fail.

form. Thruout runs a thread which binds the varied content of the book together, for, flippant or serious, scathing or imagistic, Mr. Switzer's writings emphasize the importance of individual responsibility. Over and over again he refutes the time-honored "saw" that "opportunity knocks once at every man's door," and that "everything comes to him who waits." The burden of his songs, stories and sayings is that a man must make his own opportunity. In this connection he has written:

"Analyze the average success and you will find its constituents to be an idea, not necessarily great or original, a good measure of courage and plenty of hard work.

"Most of us have ability of some kind, but not all of us have imagination, courage and the will power to hang on and work on.

"Opportunity is not an entity, not a tangible thing upon which we can hang our hats; it is a condition—and sometimes it is a condition of mind.

"Opportunity does not knock at your door. You've got to go out and knock at opportunity's door . . . and if you keep looking long enough, you'll find the house—many houses—where opportunity lives; nor will you knock in vain, nor having entered, wear out your welcome.

"The man with vision, industry and health doesn't wait for an opportunity; without them, opportunity wouldn't do him any good."

"A Few Idle Speculations," like charity, covers a multitude

THE BROADWAY MOTHER GOOSE

DOCTOR FOSTER

Doctor Foster went to Gloster,
And met with a serious spill.
He ruined his hat, but cared nothing for that—
Just added the price to his bill.

HEY DIDDLE, DIDDLE

Hey diddle, diddle, Maria can fiddle,
Recite, play piano, and dance;
But her husband, Peleg, must resort to a peg,
To connect his suspenders and pants.

SIMPLE SIMON

Simple Simon, met a pieman,
Going to the fair.
Of the pieman, Simple Simon
Purchased an eclair.

From a waiter bought he later
Shrimp-pink lemonade;
Next, a nickel's worth of pickles,
Simple Simon essayed.

Now, if Simon meets a pieman,
He'll make no mistake;
For he's flitting where they're splitting
Only Angel Cake.

of—not sins—subjects, ranging from observations on "After-Dinner Speeches" the writer has met, to a sort of present-day Aesop's Fables.

The reader who possesses a brain and uses it cannot fail to glean from Mr. Switzer's writings an immense amount of profit. Those who are not so endowed, even the author could not help; but that sort wouldn't read Maurice Switzer's book anyway.

The City of Possibilities

Continued from page 19

architectural and landscape designs. Wilmington has long been noted for its beautiful buildings, and it is living up to tradition by the plans made for the new library soon to be erected.

The reason why Wilmington is noted for the production of beautiful architectural designs is because it has always catered to the beautiful. The city is the home of the late Howard Pyle, one of America's most famous artists, and the artist's colony of Wilmington, students of Pyle, have already attained recognition, a majority of the most noteworthy magazine covers produced at this time being from the brushes of Wilmington artists.

* * *

Public opinion—that factor which makes or mars a community—has excellent voice in the Wilmington papers. Many of them date back almost to the Revolution, and have been the medium thru which the country spoke in every crisis in the nation's history. Perhaps the most notable of the dailies is *Every Evening*. Established as the *Delaware Gazette* in 1784, it has always stood for the best in national and civic life, and has played a leading part in the development of the city and state. Like *Every Evening*, the *Evening Journal* dates back to other days and occupies an important place in the growth of the community, because of its helpful, terse editorials and its fearlessness. In the Sunday field, the *Sunday Star* brings to Wilmington a metropolitan Sunday newspaper, and is a power and force in the life of the city.

* * *

Summing up the situation from the standpoint of today, Wilmington, because of what it is now, has the opportunity of becoming one of the greatest Atlantic ports. Its favorable location at the junction of three rivers, with waterway and terminal facilities practically unlimited, make it the natural outlet for the trade of a large section of the country. The federal government realizes this and is dredging the channel of the Christiana that it may be navigable for large vessels. In doing this it is, so to speak, laying the track to Wilmington, and it is now up to the city and state to prepare for and build the station.

That she will do this in the shape of docks and terminals, I have no doubt. Her future is so wrapped up in these improvements that she cannot do otherwise, if such were her desire. The civic spirit of the town is *forward*, and with this spirit in active operation Wilmington is a city that will have to be reckoned with in the fields of commerce as well as industry.

With the heritage of its industries—industries world famous; with the advantages of location—a location unequalled; with the progressiveness of its citizens—men of virility and action; with a labor market that is plentiful; acres and acres of land crying for the tenancy of progressive manufacturers; with bank deposits second to no city of its size in the country; with up-to-the-minute government; handsome residences, wide-awake churches and public institutions—with all these there is but one answer to the question of the future, and that is *advancement*.

No city with the heritage of action and accomplishment that has marked Wilmington will stand still. It would be unnatural. Because of this fact, because of the push that is everywhere demonstrated in the river city, I believe this: Before the year 1921 has passed into oblivion, the city of Wilmington, Delaware, will have built its port, will have taken its place in the front rank of Atlantic seaports, will have achieved its possibilities. Rich in everything that goes to make a municipality rich, its labor market unfilled, the world crying for its products—products manufactured nowhere else in the world—it cannot stand still, it cannot fail to build its port, to change itself from the "City of Possibilities" to the "City of Actualities." If it does fail, it will stagnate, some other city will grab what it should naturally have, and it will vanish from the roster of leading American cities. But why speak of this? Such a course is impossible. The progressiveness that has made Wilmington



Applied Patriotism

Woman has made herself indispensable to the Nation's war activities. This is being demonstrated daily in many splendid ways. The telephone operator takes her place in the front ranks of our "national army" of women.

Back of the scenes, invisible, her war work is to make telephone communication possible. Through her the Chief of Staff in Washington speaks to the Cantonment Commandant in a far-off state. The touch of her fingers forges a chain of conversation from Shipping Board to shipyard, Quartermaster General to supply depot, merchant to manufacturer, city to country, office to home.

Without her this increasing complexity of military, business and civil life could not be kept smoothly working. Hers is patriotism applied. She is performing her part with enthusiasm and fidelity.

The increasing pressure of war work continually calls for more and more telephone operators, and young women in every community are answering the summons—cheerfully and thoughtfully shouldering the responsibilities of the telephone service upon which the Nation depends. Each one who answers the call helps speed up the winning of the war.



One Policy

AMERICAN TELEPHONE AND TELEGRAPH COMPANY

AND ASSOCIATED COMPANIES

One System

Universal Service

a city of permanent industries will make it a big Atlantic port—to doubt, is to be pessimistic—and I am an optimist.

American Dyes for American People

Continued from page 20

The dye manufacturers have still a serious problem to face in centering the faith of the American people on American dyes, because of the fact that for so many years we listened to the German propagandists and pinned our faith on German dyes to the exclusion of all others.

During the war, before the American producers were equipped to supply the demand, it became the fashion to say that dyes would not stand the test because they were made in America and not in Germany. The German sympathizers fostered this idea, and it is only recently that consumers in this country have begun to realize that, dye for dye and color for color, the American product is equal to, or better, than anything the Germans ever produced.

All of the industries dependent on dyes have

been most seriously interfered with during the war. Fast colors had entirely disappeared from the market, and in many cases the unscrupulous or needy manufacturers substituted fugitive colors—colors which apparently justified the criticism of the American consumer. The complaints were many, but all of this difficulty has been overcome with the building of American plants and the actual starting of American manufacture. The big object of these American manufacturers of dyes now is to help the textile industries to get back as soon as possible to their pre-war standards of fastness.

Then come the great questions: Can we compete with Germany? Will American manufacturers support the new industry?

The manufacturers are answering the first question by producing in quantities and qualities, and the American people, with a proper appreciation of the soundness of the processes on which these manufacturers are working, are beginning to support the new industry in a way which insures its success. The American manufacturers, with supreme faith in themselves and in the American people, are going ahead regardless of the fact that there is a bitter commercial struggle in view. The attitude of the American

The Pusey and Jones Company

Wilmington, Delaware, U. S. A.



Builders of paper
pulp and general
machinery

Builders of steel ships,
marine engines and boilers
of all descriptions

Agents { Christoffer Hannevig A/S, Christiania, Norway
 Christoffer Hannevig, Ltd., London, England
 Christoffer Hannevig, Inc., New York

NEW CASTLE KID

Put it to the Test
Black — White — Colors



NEW CASTLE LEATHER CO.

NEW YORK

BOSTON

MONTRÉAL, CAN.

CHICAGO

And the principal Leather and Shoe Centres everywhere

FACTORY, WILMINGTON, DEL.

HERCULES POWDER CO.

Turning to the Tasks of Peace

For twenty-one months American industries have labored under the spur of a great purpose and to help accomplish a great task. Now that task is done. The trappings of war become relics. We lay them aside and turn to the tasks of peace.

For twenty-one months the Hercules Powder Co. has had but one thought, and aim—to contribute its uttermost for the winning of the war. Great plants have been built, new methods devised, sources of supply discovered that were before unknown.

Due to this development, made necessary by war, the company is today capable of serving the industries of peace to a greater extent than ever before.

The great industrial era which the country faces insures the certainty of there being ample opportunity for rendering this service. The use of explosives is essential to the great basic industrial enterprises. In mine and quarry, on the highway and along the railroad line, when the course of a river is changed or a dam built, where irrigation or drainage is necessary, and where idle lands are converted into fertile fields—there Hercules Powders will meet the demands of peace as they have met the demands of war.

HERCULES POWDER CO.

Chicago St. Louis New York Pittsburg, Kan.
Denver Hazleton, Pa. San Francisco Salt Lake City
Joplin Chattanooga Pittsburgh, Pa. Wilmington, Del.

Wilmington Delaware

The City of Permanent Industries

Our Industries are

Permanent Institutions
because they have
found here

That Stability of
Business Tradition
and Purpose

Backed by

Intelligent
Co-operation

and Combined with

Natural
Advantages

which insures

Successful
Perpetuation
and Growth

For Information About
WILMINGTON
Address

Department of Publicity
Chamber of Commerce
Du Pont Building

manufacturer is expressed by Morris R. Poucher, head of the dyestuff sales department of the du Pont Company, in these words:

If we did not believe we could hold our own, we would not have started. I am not unmindful of the fact that the establishing of the industry in the United States, and particularly by this company, means fighting against Germany in her most zealously protected industry, and in the one industry in which her workers were recognized world over as leaders. Our whole effort in this enterprise is to so shape our affairs that consumers will have neither reason nor excuse for ever again buying from Germany.

The importance of establishing American dye industries was recognized by the political economists and national legislators early in the war. Two years ago Congress passed a tariff bill which showed the national appreciation of the fact that the new industry must be allowed to develop itself. Now that the war is over, it is realized that the great effort and the great amount of money spent in establishing this industry must not be allowed to go to waste. Tariff experts are studying the problem, and there is every prospect that some legislative action will be taken, either in the form of a helpful tariff bill or of a licensing system, which will exclude foreign products until such time as the American manufacturers shall have shown their ability to meet any competition.

Speaking of the dye industry recently, Dr. F. W. Taussig, chairman of the United States Tariff Commission, declared that there are grounds for hoping that special attention will be given to this industry, and that its case will be considered as unique.

"The present administration," he said, "irrespective of any general attitude to which it is committed on tariff questions, has viewed with concern the dependence of this country upon foreign dyestuffs, and has co-operated in the endeavors to bring about, not only by legislation, but by departmental encouragement and support, the development of an American supply of dyestuffs. Moreover," he said, "the industrial conditions are obviously different from those in many other industries. This is an entirely new industry. It is largely in the experimental stage. It has had a short and disturbed period in which to develop. It has not yet found itself in normal conditions. It is confronted by foreign competition from an industry which is not only long established and well equipped, but is organized in such a way as to threaten ultimate danger to consumers as well as immediate danger to producers."

The American textile industries are apparently in deep sympathy with the American dye manufacturers and are supporting them in the effort to achieve complete independence of foreign dyes.

The dye manufacturers themselves have joined hands in an organization, which includes virtually all who are engaged in the business, with a view to achieving the greatest measure of success in the shortest possible period of time.

It remains only for the American consumer to stick to his guns and demand that American dye plants be given an opportunity to come into their own.

Endways Launching in a Narrow Stream

Continued
from page 21

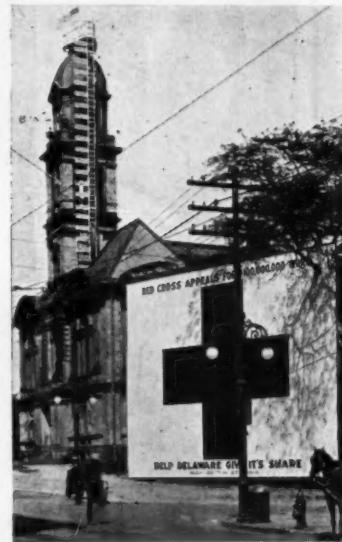
The second and third pairs of skips, of six and ten tons respectively, are arranged in "tandem" with the first pair of skips. The fourth pair of skips is attached to the ship's main bitts on forecastle by means of anchor cable led up thru the hawse pipes. Each skip of this pair is loaded with fourteen tons of pig iron.

When the ship is "sawed off" she slides un retarded for three-fourths of her journey, when the first pair of four-ton skips is picked up by the anchor cables. When about seven-eighths of the distance has been traversed, the second pair of six-ton skips come into action. The ship by this time is beginning to feel the influence of the dragging skips. After traveling the remainder of her way to the water's edge, the third pair of ten-ton skips is brought into play. The ship is then dragging the three pairs of skips and continues to do so until she is entirely water borne,

Hessler, Inc. Wilmington Del.

OUTDOOR ADVERTISING EVERYWHERE!

We Make Good Signs



And Put Them in Prominent Places

PAINTED WALLS!
RAILROAD BULLETINS!
AUTO HIGHWAY BULLETINS!
ELECTRIC SIGNS!

ASK-US-for-Wilmington-Estimates

An Impression

of the

Hotel du Pont

By WILLIAM EDWARD ROSS

The Hotel du Pont is noted, because of its architecture, as one of the show places, not only of Wilmington, but of the United States. Architecture alone, however, does not make a hotel, and in the case of the du Pont, its success is wrapped up in its manager, Ernest S. Taite, formerly of Hotel Astor, New York.

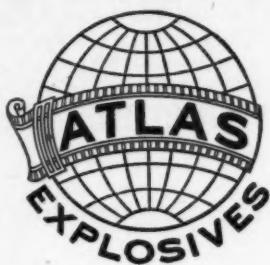
Mr. Taite has that faculty which one expects to find in the woman in her own home, but seldom in a hotel manager. It is that indefinable something, that intuitive knowledge of a guest's wants, that makes one feel, when a guest of the Hotel du Pont, that he is in his own home, or the home of a friend. It is this careful courtesy, this detailed attention to a guest's desires, that has built up for the du Pont a clientele which keeps the hotel full all the year around.

The visitor to New York expects to find the last word in architecture in its better-known hotels, something he does not expect in smaller cities. Nowhere, however, can be found a more beautiful lobby, better-kept rooms, or more palatial dining and grill rooms than at the du Pont.

The Hotel du Pont makes the stranger in Wilmington start the day RIGHT, because its general tone tends to set a man RIGHT with himself and the world.

The hotel is the home of its guests, and too much credit cannot be given the management for its consideration of those who make the Hotel du Pont their headquarters.

Wilmington, Delaware



HIGH EXPLOSIVES

Straight Dynamite
Extra Dynamite
Gelatin Dynamite
Blasting Gelatin
Permissible Explosives
"Vigorite"
"Coalite"
"Miners Friend"

BLASTING POWDER

"A" & "B" Grades
All standard granulations

BLASTING SUPPLIES

Blasting Caps
Electric Blasting Caps
Cap Crimpers
Blasting Machines
Delay Igniters
Electric Squibs
Fuse
Miners Squibs
Thawing Kettles
Tamping Bags
Leading & Connecting Wire
Galvanometers
Rheostats, etc.

CHEMICALS

Sulphuric Acid
Oleum
Fuming Sulphuric Acid
Nitric Acid
Mixed Acid
Muriatic Acid
Ammonium Nitrate
Sodium Nitrate, 95 per cent
Nitre Cake
Electrolyte—for storage batteries

LACQUERS

For Wood
For Metal

LEATHER CLOTH

For Upholstering

ATLAS POWDER CO.

WILMINGTON, DEL.

BRANCH OFFICES:

Allentown, Pa.	Memphis, Tenn.
Birmingham, Ala.	Nashville, Tenn.
Boston, Mass.	New Orleans, La.
Chicago, Ill.	New York, N. Y.
Des Moines, Ia.	Philadelphia, Pa.
Houghton, Mich.	Pittsburg, Kan.
Joplin, Mo.	Pittsburg, Pa.
Kansas City, Mo.	Pottsville, Pa.
Knoxville, Tenn.	St. Louis, Mo.
McAlester, Okla.	Wilkes-Barre, Pa.

her bow having cleared the way by about ten feet. Usually, at this point all headway on the ship has been checked, and the anchor cables attached to the first three pairs of skips are released from their eye pads.

After becoming water borne, should the ship still have "way" on, instead of being released from the first three pairs of skips, she is allowed to take up upon the final pair of fourteen-ton skips, which is attached to her main bitts. This last applied load is arranged to bring the vessel to rest within about ten feet of the opposite bank, thereby permitting the flow of the tide to swing the stern of the ship up-stream and in a favorable position for the attending tugs to pick up their charge and lay her alongside of the fitting-out dock.

Reconstructing Disabled Soldiers

Continued from page 24

in English for foreigners, where hundreds of young men, Americans in every sense, but in need of better training in the language of their adopted country, have been given thorough training in reading and writing the English language.

The aim is at all times to turn men out from the hospital better equipped than when they first entered the army. In almost every case the hearty co-operation of the patient is obtained from the start. Occasionally, however, a case proves quite a problem.

One man whom Major Baldwin recalls particularly had lost his right hand. He had never received any schooling other than that which he received at the hospital. He was sullen at first, and even refused to give certain information for which he was asked. However, he became interested thru the bedside reconstruction work in learning to use his left hand in the place of his right.

A little further investigation by the hospital attaches revealed his thirst for knowledge, which he had never been able to satisfy, thru lack of opportunity to attend school. He was taught to read and write, and then to study English and simple mathematics. His case illustrates what can be done with a man handicapped physically, socially, and educationally. He has been reconstructed and will not be a drag on any community henceforth.

Then there are other cases where men already well educated are receiving professional training of a highly-specialized sort. Many men have completed college entrance requirements, and some have undertaken technical work in engineering or chemistry.

The final aim of the hospital treatment is to enable the discharged patient to function economically, either by returning him to his old vocation with additional training and equipment, or, if his disability is such as to make that impossible, by training him for a new vocation in which his disability will be the least possible handicap. The most difficult problem is that of the unskilled laborer of limited education who has been seriously disabled.

Misdirected sympathy tends to spoil disabled men, Major Baldwin feels, and for that reason there are certain restrictions regarding visitors at the hospital. The patient is not a child nor a sick man. He is a man who has met physical disability, with accompanying mental shocks, and he must be returned to society as a normal member. The important problem is to help him develop the proper mental attitude toward his disability, his future outlook, and other persons. If that is not done, he will become permanently a dependent or a derelict.

An interesting work that is being undertaken for the aid of returned soldiers has developed from plans devised by Miss Mary C. Jarrett, social service director of the Boston Psychopathic Hospital. Miss Jarrett has been a leader in the study and treatment of cases involving mental shock, and has had much experience with patients whose condition is closely analogous to that of shell-shocked men. The importance of the mental rehabilitation of such persons is obvious, and so little data is available on the

The National Health Suit—

RIGHT-POSTURE

Suit for Boys



Boy's
Right-Posture
Suit

RECT, full-chested boys are those who wear *Right-Postures*. WHY? Because of the patent arrangement cleverly concealed in the back of each coat.

Ask Your Clothier
About It

Patented and Manufactured
by the

**SNELLENBURG
CLOTHING CO.**

Broad and Wallace Streets

PHILADELPHIA and WILMINGTON

JOSEPH BANCROFT & SONS CO.

Manufacturers,
Bleachers, Dyers,
and
Finishers

WILMINGTON, DELAWARE

Manufacturers of



For Sale by
First-Class Decorators and
House Furnishers
Everywhere

EVERY EVENING

*The Leading Newspaper
in Wilmington, Delaware*

FIRST in all those essentials which go to make a newspaper worth while to reader and advertiser alike.

ESTABLISHED 1871

For HIGH-GRADE PUBLICITY
of every description
**THE WILLIAM EDWARD ROSS
SERVICE**

1416 SUN BUILDING, NEW YORK, N. Y.

We remove the bushel that hides your light

subject that Miss Jarrett's work has been of great value to the War Department.

The number of shell-shock cases, had the war continued, would have been enormous. As it is, these cases will be numerous. Miss Jarrett has conducted courses of training in the care of shell-shocked and otherwise mentally incapacitated persons, and sixty-five young women who attended the classes given at Smith College are now, for the most part, making practical use of their knowledge.

Psychiatry is a complicated subject at best, and any complete account of what is being done for the mental rehabilitation of soldiers would necessitate the description of large numbers of individual cases, for individual treatment is particularly essential in this work. However, one important principle is always borne in mind. There are certain forms of work, varying with the individual, that tend to improve the patient's mental condition, while other kinds of work tend to exaggerate it. Quick and accurate diagnosis of the patient's needs requires careful and intensive training of a high order, and only college women have been admitted to Miss Jarrett's training courses.

The Department of Labor has the last word in the work for the returned soldier, for thru its agencies he is placed in industry. If men wish to return to the towns or occupations from which they came, the department aims to gratify their desires wherever possible.

Solving the Billboard Annoyance

WE'VE all heard or read about Bill, who owned a billboard and also owed a board bill, and who, because his billboard wouldn't pay his board bill, worried so much about the board bill that he finally sold the billboard and paid the board bill, thus solving a perplexing and annoying problem in a thoroly logical and altogether satisfactory way.

Likewise we've all heard or read about the billboard proposition from another angle—mostly a one-sided angle—and much of what we've heard or read has been tinged, so to speak, with a suspicion of personal bias. Lots of perfectly reasonable, sane-minded, sweet-dispositioned people get all "het up" and excited when you mention billboards—just as you've seen a wire-haired terrier, asleep on a sofa cushion, land in the middle of the room on tensely quivering legs, with shining eyes and ears alert and stubby tail waving galvanically, just because someone has casually mentioned "rats."

Do you sort of seem to begin to dimly apprehend the nebulous meaning of my premise? Well! There's just two ways to any man's front door. One is the broad, open, straight and sunlit highway. The other way is any old devious, weed-grown, swampy footpath that you may choose to follow. Mostly I'm in favor of the sunlit highway, which is why I'm particularly interested in the sane and logical settlement of the billboard question way out there in Los Angeles. I've never been in Los Angeles myself—it's one of the places I've been saving up—but I do love to go to the movies and watch the heart-compelling drama unfold like the opening petals of a rose in Los Angeles' most exclusive residential section. And when I've been feasting my eyes on Italian gardens and perfectly glorious rose hedges for about eighteen blocks and the scene shifts around the corner of the same street, and my startled gaze impinges upon a billboard about a mile and a half long, adorned with twenty-four-sheet posters of safety razors and cigarettes and automobiles, my esthetic soul is distinctly jarred.

Not that billboards *per se* are unlovely or unutilitarian, or that safety razors and cigarettes and automobiles are articles taboo in the higher strata of society—I use 'em all, myself, sparingly—but the color values, so to speak, of the average twenty-four-sheet poster do not harmonize with rose hedges. The effect upon the eye is comparable to the effect upon the palate when the salt gets into the ice cream. And yet, judiciously separated, salt and ice cream each fill their particular niche. Which consideration

BIG INDUSTRIES Make Prosperous Cities

Wilmington for Instance

HEADQUARTERS of at least two of the country's most prosperous industries are located in this town of over 100,000 inhabitants—*VUL-COT* Fibre and *du Pont* Powder.

The war has done wonders for both by greatly increasing the demand for them, and both have done wonders for the war in filling the demand in ever-increasing quantities.

VUL-COT has been referred to in pre-war days as "The material with a million uses," and its war record in filling all kinds of unheard-of uses, where only brass, iron and steel were used heretofore, would seem to justify the title.

Back in 1873 this company manufactured in Wilmington the first Vulcanized Fibre. It was an experiment; no one ever dreamed it would reach its present enormous demand and replace other materials for so many uses.

All this has been brought about by experimenting—a thing that has never ceased in our laboratories and workshops all these years.

VUL-COT is the highest grade of fibre known. It is made in several grades to suit different purposes.

We maintain a staff of engineers and chemists whose advice and assistance are at your command. If you are in doubt as to the kind of fibre to use—or even if fibre can be used to advantage in your product—ask us. We will not advise the use of fibre if it cannot be used to advantage.

Send for catalog

Full information on request

American Vulcanized Fibre Co.
Wilmington, Delaware

**When You Think of
WILMINGTON
Think of
*VUL-COT***

brings us with an open mind to the solution of the billboard problem in Los Angeles—a solution that commends itself most unreservedly to any community where a similar problem exists.

Los Angeles is a city of beautiful homes and has many exclusive residential sections. In the past a large number of advertising structures have existed in these exclusive residential districts, causing much criticism and adverse feeling, which finally resulted in the passage of a most drastic and prohibitive ordinance designed to practically eliminate billboards from the entire city.

Upon the purchase of the outdoor advertising business in that city about April 1, 1918, by Foster and Kleiser Company, a San Francisco firm of specialists in outdoor advertising, they immediately set about to have this drastic ordinance modified so as to permit billboards in all sections of Los Angeles where there could be no real objection, and in return for this modification agreed to the removal of all billboards from the purely residential sections where they were objected to.

This proposal was favorably acted upon by the City Council; these modifications to the ordinance were made, and the firm in question were given a reasonable time in which to shift all boards in the purely residential blocks where they were objected to, to locations in the business and semi-business blocks of the city.

This shifting process has now been completed to the apparent satisfaction of the city officials and the public, with the result that Foster and Kleiser Company are maintaining and operating in Los Angeles an outdoor advertising plant unexcelled in quality and beauty, well distributed throughout the city on all well-traveled thoroughfares, and equal from the standpoint of size to any plant in a city of similar population, adequate to meet all demands of every advertiser, and still coincide with the ideas of the public and the city officials as to the proper location and distribution of the same.

Due to the amount of construction made necessary by the shifting of the plant from one neighborhood to another, a large percentage of the structures are new and of the most modern type known in outdoor advertising.

BOMBS FOR RAIDING GERMANY

MORE than half a million high-capacity demolition bombs with which to carry the war into Germany had been ordered for the air service before last June 30, and 1,028 had been delivered, according to the first annual report of the Bureau of Aircraft Production made public in December. The report, signed by Acting Director Potter, contained no recommendations.

Actual orders for fighting aircraft placed in the United States up to June 30 totalled 12,500, and deliveries totalled five hundred and twenty-nine De Haviland and twenty-four Bristols—all day bombers. In addition, five hundred Handley-Page and one thousand Caproni night bombers were on order, and one thousand C. E.-5 pursuit monoplanes.

The De Haviland orders totalled eight thousand and the Bristol contracts two thousand.

Engine orders for service planes totalled 30,500 and deliveries 2,832. More than one hundred thousand machine guns of various types also had been contracted for and forty thousand had been delivered.

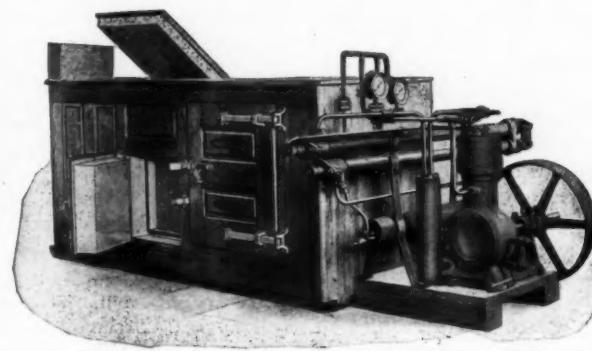
The enormous size of the air program is further shown in the spruce and fir shipments, a total of sixty-five million feet of spruce and twenty-five million feet of fir having been delivered for airplane construction during the period from May 24, 1917, to June 30, 1918, which the report covers.

Director Potter shows that available appropriations for the air service for that period totalled \$682,646,667, of which actual cash expenditures of \$208,410,000 had been made on material and \$164,898,000 on buildings and flying fields.

Biggest
Because
Best

MULLIN'S WILMINGTON

Clothing
Hats
Shoes



Ice and Refrigerating Machinery scattered over the wide world on land and sea, in sizes from three hundred pounds to fifty tons per day of twenty-four hours, for any and all purposes.

Manufactured here for the past twenty-eight years by

REMINGTON MACHINE CO., WILMINGTON, DELAWARE

Wilmington Trust Company

Member Federal Reserve System

Capital	\$1,000,000.00
Surplus	882,376.07
Resources	18,443,791.59

WILMINGTON - DELAWARE
“The City of Permanent Institutions”

An Army of 3,000,000

Back of Nuxated Iron

General Gordon, Hero of the Battle of Gettysburg, Leads the Way; United States Judge Atkinson, Former Governor of West Va., Tells Benefits He Derived from Its Use; Former United States Senator Chas. A. Towne Commends Nuxated Iron to All Who Feel the Need of Renewed Energy

In discussing Nuxated Iron at a dinner in a fashionable hotel in New York, a well-known man of affairs said that the fact that over three million people annually were endorsing it by their use of it according to conservative estimates, was to him the strongest possible argument that could be advanced as to its therapeutic efficacy. Nuxated Iron is such a valuable product to give the "stay-there" strength, power and endurance so much demanded by soldiers in the army, that General Gibson says that, judging from the results in his own case, he feels that every soldier who goes to the front should take Nuxated Iron, and that it has brought back to him in good measure that old buoyancy and energy that filled his veins in 1847 when he made his triumphant entry with General Winfield Scott into the City of Mexico.

General David Stuart Gordon, noted Indian fighter and hero of the battle of Gettysburg, says: "When I became badly run down this year, I found myself totally without the physical power 'to come back,' as I had done in my younger days. I tried different so-called 'tonics,' but without feeling any better, but finally I heard of how physicians were widely recommending organic iron to render red blood and rebuild strength in worn-out bodies. As a result I started taking Nuxated Iron, and within a month it had aroused my weakened vital forces and made me feel strong again, giving me such endurance as I never hoped to again possess."

United States Judge George W. Atkinson of the Court of Claims of Washington, D. C., says: "It is without hesi-

tation that I recommend Nuxated Iron to persons who, in the stress of physical or mental labors, have permitted the system to become debilitated, the body exhausted, or the nerves run down. It has restored my appetite and my vitality. I feel that I have dropped off the burden of months of toil in the few weeks that I have been following the very simple directions for the use of Nuxated Iron."

Former United States Senator Chas. A. Towne says: "Recently I have been taking Nuxated Iron and have found it of the greatest benefit as a tonic and regulative. Henceforth I shall not be without it. I am in a position to testify for the advantage of others, to the remarkable and immediate helpfulness of this remedy, and I unhesitatingly recommend Nuxated Iron to all who feel the need of renewed energy and the regularity of bodily functions."

Hon. Anthony Caminetti, U. S. Commissioner General of Immigration, says: "I find in Nuxated Iron the tonic qualities which bring one's physical being from weariness, depression, and indifference to every call of duty or pleasure to that state of energetic, snappy, gingery fitness which is the desire of every healthy-minded man or woman. I commend Nuxated Iron as the best, most efficacious, simplest remedy for debilitation, exhaustion, and overwork that I have ever known."

Dr. Ferdinand King, a New York physician and medical author, says: "There can be no vigorous iron men without iron. Pallor means anemia. Anemia means iron deficiency. The skin of anemic men and women is pale, the flesh flabby. The muscles lack tone, the brain fogs, and the memory fails, and they become weak, nervous, irritable, despondent and melancholy. When the iron goes from the blood of women, the roses go from their cheeks. You



Hon. Leslie M. Shaw, former Secretary of the Treasury, is in the cabinet of one of the most strenuous of American Presidents. The former Governor of Iowa, Secretary Shaw has taken Nuxated Iron himself and experienced the benefits of its tonic and health-giving properties, so that in writing his endorsement he knows whereof he speaks.



General David Stuart Gordon, U. S. (Retired), promoted for gallant conduct in the battle of Gettysburg; well-known Indian fighter. General Gordon, at the ripe age of 80, in advanced age, Nuxated Iron made me fit and ready for another campaign, and if my country needs me, I stand ready to go."

just as you would use salt when your food has not enough salt."

It is surprising how many people suffer from iron deficiency and do not know it. If you are not strong or well, you owe it to yourself to make the following test: See how long you can work or how far you can walk without becoming tired. Next, take two five-grain tablets of ordinary Nuxated Iron three times per day after meals for two weeks.

Then test your strength again and see how much you have gained. Numbers of nervous, rundown people who were ailing all the while have increased their strength and endurance in two weeks' time while taking iron in the proper form. Many an athlete and prize-fighter has won the day simply because he knew the secret of great strength and endurance,

which is so greatly aided by having plenty of iron in the blood, while many another has gone down to inglorious defeat simply for the lack of iron.

General John L. Clem, U. S. A., Retired, the drummer boy of Shiloh, who entered the U. S. Army at the age of 11, and became a drummer boy to be Sergeant for gallantry at the battle of Chickamauga when only 12 years old. He says that Nuxated Iron is the one all-purpose-relieving tonic that he obtained most surprising results from its use in two weeks' time.

MANUFACTURERS' NOTE: Nuxated Iron, recommended above by physicians, is not a secret remedy, but one which is well known to druggists everywhere. Unlike the older inorganic iron products, it is easily assimilated, does not injure the teeth, make them black, nor upset the stomach. The manufacturers guarantee successful and entirely satisfactory results to every purchaser, or they will refund your money. It is dispensed by all good druggists.



© Clement Studio

Through Europe with ROOSEVELT



FROM THE JUNGLE

By John Callan O'Laughlin

The writer of this book was sent up the Nile by the Chicago Tribune in 1910 to meet Theodore Roosevelt at Khartoum, Egypt, on his return to civilization, after a year's big-game hunting trip in the wild depths of the African jungle. He accompanied the Colonel on his extended return journey through Europe, visiting Italy, Austria, Hungary, Scandinavia, France, Belgium, Holland, Germany and England, and his narrative of the incidents of the journey form an intensely interesting story.

Paper, 175 pages, seven full-page illustrations and frontispiece. Price, 40 cents, postpaid

CHAPPLER PUBLISHING COMPANY, Ltd.
BOSTON

The Gift Book of the Year!



"We'll Stick to the Finish"

By JOE CHAPPLER
Editor of
National Magazine

Price \$2.00 Postpaid

This book tells the story of men who "stuck to the finish." The first edition melted like mist in the sun of popular demand.

It is a classic for peace times. Now that actual fighting has ceased, people will desire to know how the struggle was waged and the big men who directed it. Here are face-to-face sketches of Foch, Haig, Joffre, Diaz, and Pershing and his men; Premiers Orlando, Clemenceau, and Lloyd George; Admirals Beatty, Wemyss, Geddes, and Sims and his sailors.

Joe Chapple saw on the Western Front all that he tells about, and he tells it with such an intimacy that you see all that he saw. Worth much more than \$2.00.

At all Booksellers or direct from Publishers.

CHAPPLER PUBLISHING COMPANY, Ltd.
Boston, Mass.

INCREASED RATE ON FARM LOANS

THE rate on farm loans has been increased from five per cent to five and one-half per cent. The futility of some of the schemes in reference to government assistance was proved in this instance when the Government was unable to place the bonds as planned, and was compelled to ask Congress for another one hundred and twenty-five millions to carry out the farm loan proposition. The great danger that is coming to the country is in each class and occupation seeking government assistance thru its power and influence. It is recognized that this is no time to quibble about details in reference to any assistance that has been planned for the farmers to keep up the high pressure of production that was made in 1918. In fact, it must be increased, because of the certainty that the United States must provide largely for the cereal needs of Europe in the immediate future.

One of the definite plans of Germany was to starve out our boys "over there," if possible, by preventing the sending of supplies. And while the fixed price of wheat and sugar and other commodities may discourage and deter production, it is felt that thru the constant arousing of patriotic impulses the production of the American farmers may be equal to tremendous demands.

Among the Books

An ambitious treatise on advertising, being a compilation of methods and experience records drawn from many sources, with comment on the various phases of advertising by recognized authorities, has been recently issued in the second edition by Harold F. Eldridge, advertising manager of *The State*, Columbia, South Carolina.

In his foreword, Mr. Eldridge says: "Experience being the best teacher, our aim has been to compile herein records of actual accomplishments and experiences, each telling its own story, with just sufficient constructive interpretation on the part of the compiler to connect the whole." The book should be of great value to merchants, business men, or any prospective advertiser, because it contains the basic principles upon which successful advertising must be built.

"*Making Advertising Pay.*" By Harold F. Eldridge. Columbia, S. C.: Harold F. Eldridge.

In these days when thrift has become the fashion, a book with a title such as "The Art of Saving"** should find a wide appeal. This book contains only eighty pages, but these eighty pages are brimful of valuable information and sound principle. One chapter tells how to form the savings habit, others explain the savings bank way, compound interest, saving and investing, getting spending habits under control, etc.

"*The Art of Saving.*" By Harvey A. Blodgett. St. Paul, Minnesota: The Harvey Blodgett Company.



Funny thing happened

the other morning in the Pullman dressing room. You know there is always one youth who tries to conceal that it's his first Pullman trip by getting dressed before six and then sitting in the dressing room for two hours, smoking, and taking up room needed for bags and suit cases.

One of these pests recently added light conversation to his other offences.

"I see you use Mennen's Shaving Cream," he said to me. "I was reading an ad about it yesterday, written by a wise guy named Jim Henry. He's a hot-air artist aw'right. Is the stuff any good?"

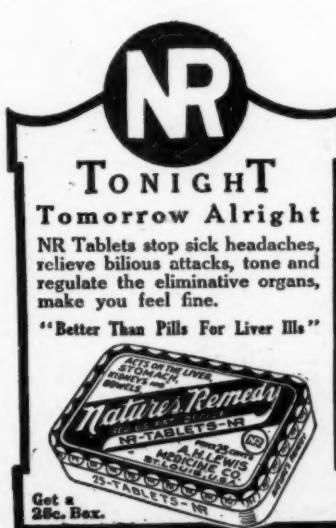
Then he caught sight of my name engraved on my bag, and the dressing room became less crowded immediately.

Since the Boss made me start writing these ads, over a million men have become addicts to Mennen's, and I suppose ten million have become familiar with my name from seeing it so often; yet I doubt if a hundred people, outside of my customers, know that I am Jim Henry, Mennen salesman.

It's a big satisfaction, though, to know that each morning a million men build up a creamy Mennen lather without rubbing in with fingers; using cold water if they like—and lots of it; and then enjoy the sort of shave that gives one a hunch that it's going to be a pretty good day after all.

"Jim Henry" may not mean much to you, but Mennen's Shaving Cream will mean pleasant shaves for the rest of your life if you will send 12c. for one of my demonstrator tubes.

Jim Henry
(Mennen Salesman)



JIM HENRY,
House of Mennen,
42 Orange Street, Newark, N. J.

Dear Jim: I've used everything and doubt if a shave can be pleasant. Prove it. Here is 12c.

Name.....

Address.....



How Money Makes Money

Few people realize the power of accumulated savings—or capital. If you start in now to invest your savings wisely and continue this practice, you can become financially independent later on.

7% to 9%

Small or large sums may be invested in Big and Growing American industries to net 7 per cent to 9 per cent and more. In addition, there are strong possibilities that your capital invested will be increased.

The Ten-Payment Plan

enables you to purchase the best and safest stocks upon a first payment of 20 per cent and the balance in nine equal monthly sums. You secure dividends while making payments. For full details send for booklet NM-1.

E. M. FULLER & CO.

Members of
Consolidated Stock Exchange of New York
50 Broad Street, New York

The conclusion warns against the wiles of the promoter who seeks to trade questionable securities for Liberty Bonds.

All in all, it is a valuable little book, which the author says was written "with a view to offering the individual practical help toward mastering the art of saving."

The importance of "Keeping Our Fighters Fit"** was called to our attention thru a special letter from the War Department Commission on Training Camp Activities. Containing information about the men in training for army and naval service, it should be of great interest to all those at home who have fighting men in the various camps. Written by Edward Frank Allen, under the supervision of Raymond B. Fosdick, chairman of the War and Navy Departments Commission on Training Camp Activities, the book contains a special statement by President Wilson.

In no other way than by actually living at one of the training camps could one gain so comprehensive an idea of the myriad activities therein as this book offers. It does not deal with technicalities, such as regulation drills and other service instruction, but outlines what the government is doing to add to the comfort, the happiness and the efficiency of the men in camp and community. It is also calculated to be of value in aiding those back home to co-operate intelligently with the government in this important work.

An idea of the wide scope which the book covers may be had from a few of the chapter headings: Club Life in the Cantinments, Athletics, The Fighters Who Sing, What They Read, and Why, Entertainment in Camp, Hostess Houses, The Post Exchange, etc.

The royalties on the book's sales go into the auxiliary fund of the War and Navy Department's Commissions on Training Camp Activities.

**"Keeping Our Fighters Fit." By Edward Frank Allen. New York: The Century Company. Price, \$1.25.

A little book which I have long thought a valuable adjunct to any library is that compilation of Samuel Francis Woolard entitled "The Beauties of Friendship." Well gotten up and moderately priced, it contains a choice selection of quotations on "friendship"—gems from the world's greatest authors. For many years these little paper-backed booklets have been the most popular of the gift-book variety, and deservedly so.

**"The Beauties of Friendship." Compiled by Samuel Francis Woolard. Wichita, Kansas: The Goldsmith-Woolard Publishing Company. Price, 50 cents net.

Want "Ads" that Reduce Want

BUSINESS OPPORTUNITIES

Underwood & Underwood offer you the opportunity to establish business of your own in which others earn up to \$6,000 a year. Exclusive contracts for selling Visual Instruction Equipment to schools and libraries. Only educated men with references, cash deposit guarantee required. Underwood & Underwood, Dept. N, 417 Fifth Ave., N. Y.

Patents that Protect. Write us for New Book, Patent Sense. Worth more than all other patent books combined. Free. Lacey & Lacey, Dept. N, 162 Springer Building, Washington, D. C. Est. 1869.

TYPEWRITERS

Startling Values in Typewriters. \$10 to \$15 up. Factory rebuilt. All makes. Shipped on trial. Write for our special offer "National." Whitehead Typewriter Co., 186 North La Salle St., Chicago.

AGENTS WANTED

A Good Proposition for Disabled Sailors or Soldiers, either whole or part time. No talking—just hand card to autoist and demonstrate. De-Lite Auto Polish does the rest; cleans thoroughly, dries instantly, does not hold dust, and, best of all, protects the varnish. Has no superior for autos or highly polished pianos. Price 75c. De-Lite Mfg. Co., 9 Cawfield Street, Uphams Corner, Boston, Mass.

MISCELLANEOUS

Earn \$25 Weekly, Spare Time, Writing for Newspapers, magazines. Experience unnecessary, details Free. Press Syndicate, 1004, St. Louis, Mo.

Write a Song —On Any Subject. I compose music and guarantee publication. Send words today. Thos. Merlin, 281 Reaper Block, Chicago.

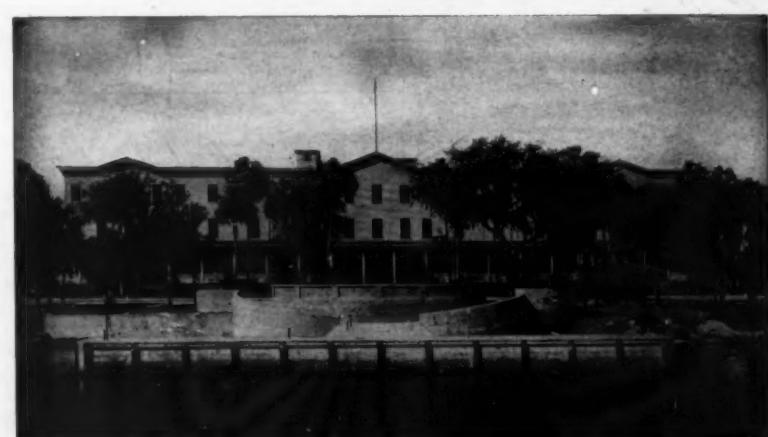
The Salesman's Friend

Luden's quickly relieves dryness, huskiness, soreness. Refreshes the mouth after smoking; purifies the breath. A handy friend to carry at all times.

Look for the familiar Luden yellow sanitary package
Wm. H. Luden, Reading, Pa.



LUDEN'S
Menthol Cough Drops
Give Quick Relief



HOTELS INDIAN RIVER AND ROCKLEDGE, Rockledge, Florida

175 miles below Jacksonville, in the midst of the famous Indian River Orange Groves. Ideal climate, flowers and sunshine. A great deal of money has been spent on the hotels, making them equal to the best in the State. Fine hunting. Fishing has always been good at Rockledge; now it should be the best in Florida, as there has been a new inlet opened to the ocean just below Rockledge. One of the great attractions is the golf course. Boating, motor boating, clock golf, dancing, billiards, pool.

Opens January 8th. Accommodates 400. Write for circular.

Summer season, Granliden Hotel, Lake Sunapee, New Hampshire.

W. W. BROWN, Manager.